CONDUCTING A MULTI-SECTOR ALLIANCE ASSESSMENT

A FRAMEWORK FOR DEVELOPING ALLIANCE STRATEGIES AND PROGRAMMING

A USAID Framework For Addressing Public-Private Alliance Development Methods

- Defining Alliance Assessment Needs And Approach
- Identifying Alliance Opportunities
- Developing Partnerships
- Resources And Information For Alliance Development Activities

Acknowledgments

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ACRONYMS AND ABBREVIATIONS

AEF . . . . Annual Evaluation Form

AMIA . . . . Alliance Macro Indicator Analysis

APS . . . . Annual Program Statement

BTI . . . . Bertelsmann Transformation Index

CbA . . . . Collaboration Agreement

COTR . . . . Contracting Officer's Technical Representative

CSR . . . . Corporate Social Responsibility

DG . . . . Democracy and Governance

EG . . . . Economic Growth

FY . . . . Financial Year

GC . . . . Global Competitiveness

GDA . . . . Global Development Alliance

GDP . . . . Gross Domestic Product

ICT . . . . Information and Communication Technologies

IDP . . . . Internally Displaced Person

IFC . . . . International Finance Corporation

IQC . . . . Indefinite Quality Contract

IT . . . . Information Technology

LOE . . . . Level of Effort

LwA . . . . Leader with Associates

M&E . . . . Monitoring and Evaluation

MOU . . . . Memorandum of Understanding

NGO . . . . Non-Governmental Organization

ODP/PSA . . . . United States Agency for International Development's Office of Development Partners/Private Sector Alliances

PPA . . . . Public-Private Alliance

PPP . . . . Public-Private Partnership

RAB . . . . Regional Alliance Builder

RFA . . . . Request for Applications

RFP . . . . Request for Proposal

SO . . . . Strategic Objective

SOW . . . . Scope of Work

SWOT . . . . Strengths, Weaknesses, Opportunities, and Threats

TO . . . . Task Order

UN . . . . United Nations

UNDP . . . . United Nations Development Programme

USAID . . . . United States Agency for International Development

USG . . . . United States Government

WB . . . . World Bank

WEF . . . . World Economic Forum

I. EXECUTIVE SUMMARY

Alliances with the private sector now occupy a central position in United States foreign assistance policy. An essential challenge for the U.S. Agency for International Development (USAID) is that alliances are a time-intensive undertaking. USAID Missions must therefore focus scarce human and financial resources on building those partnerships with the private sector that will deliver strategic results in support of USAID goals in a country or a sector.

To meet this challenge, USAID's Office of Development Partners/Private Sector Alliances Division (ODP/PSA) has developed two versions of an Alliance Assessment Framework as a tool for use by Missions and USAID contractors to identify and prioritize strategic alliance opportunities where partnership with the private sector can demonstrably improve results. There are two ways USAID Missions can utilize the Alliance Assessment Framework:

1) As presented in this document, a **Multi-sector (Mission-wide) Alliance Assessment** is ideal for Missions undertaking a strategic planning process and desiring a 360-degree view of how, when and where private sector alliances can have the most impact across a diverse program portfolio.

2) As illustrated in a second document, a **Single Sector Alliance Assessment** (e.g. health, democracy and governance, education, etc.) focuses on specific opportunities in which private sector business interests overlap with development priorities targeted with the assessment. The Single Sector Alliance Assessment Framework makes it simple to include an alliance component with any sector assessment.

The Multi-sector Alliance Assessment Framework presented here focuses on the first type of alliance assessment – namely, a broad mapping of alliance opportunities across a full spectrum of business sectors and USAID strategic development objectives. USAID Missions seeking an examination of alliance opportunities within a specific development sector should refer to *Integrating Alliances into Sector Assessments: A Framework for Developing Single Sector Alliance Strategies and Programming,* which is available separately from ODP/PSA. Both of these Frameworks were developed and refined via three pilot assessments in Bangladesh, Russia and Uganda in late 2009-early 2010.

Both Alliance Assessment Frameworks are designed to be practical tools to enable USAID to make better-informed and more strategic decisions regarding when to forge alliances with the private sector.

"It comes down to fundamentally changing the way we work, and working smarter. First, we need to work in partnership with countries, a broad range of organizations in civil society, the private and public sectors to help achieve a clear set of goals. Together, we will leverage our resources and make sure that we invest in a focused way. That will allow us to make an impact at a much greater scale than we traditionally have achieved."

— Rajiv Shah
USAID Administrator

II. INTRODUCTION

The Global Development Alliance (GDA) is an innovative public-private alliance model implemented by ODP/PSA, formerly known as USAID's GDA Office. By combining aid dollars with the resources, expertise, and creativity of a range of players, alliances support the improvement of social and economic conditions in developing countries. The GDA business model combines the assets and experience of the private sector, while leveraging their capital and investments, creativity, and access to markets to solve complex development problems facing government, business, and communities.

PURPOSE

The purpose of both the Multi-sector and Single Sector Frameworks is to assist USAID Missions to develop a comprehensive approach to conduct assessments and other analyses with a goal of using the GDA business model across the Mission portfolio and providing recommendations designed around strategic and/or specific GDA opportunities. A core goal is to support Missions in identifying opportunities to integrate alliance building more effectively into their strategy and program-design process. Fundamentally, USAID seeks to incorporate alliances into its portfolio as a way of improving its primary development outcomes. The Frameworks have been designed to assist USAID Missions in order to:

1. Determine and prioritize sectors of the economy where development challenges are intersecting with business opportunities or constraints;

2. Interview key companies, business associations, investment funds, etc. to identify specific areas where private sector business interests intersect development challenges and, in turn, how those intersections relate to USAID Mission-wide or sector specific goals;

3. Define and prioritize strategic alliance opportunities where partnerships can both deliver substantial impacts toward USAID development goals and business value for the private sector; and

4. Provide specific guidance to USAID Mission staff on building and supporting alliances, including next steps, possible funding requirements, time horizons, and staffing implications.

Ultimately, both the Multi-sector and Single Sector Alliance Assessment Frameworks will carefully analyze the interests, challenges, and issues facing the private sector and other potential alliance partners in order to determine potential areas of collaboration and partnership for USAID Missions to achieve primary development goals. Missions may use the Frameworks to produce a stand-alone assessment to determine alliance opportunities across its entire development portfolio, or they may use the Framework to integrate a GDA lens or perspective into a broader sector assessment (e.g. health, economic growth, democracy and governance, conflict mitigation, etc.). Functionally, Missions may draw on either of the Alliance Assessment Frameworks to undertake their own internal assessments, or they may retain consultants/contractors for the purpose of conducting an Alliance Assessment. As such, consultants/contractors are also an important target of these Frameworks.

Whether focused on a single development sector or on a broad array of sectors, the ideal point of entry for an assessment occurs during the early phase of a Mission's multi-year planning process (e.g. a 5-year Program Strategy). See the graphic below for an illustration of the timing within a USAID program cycle. At the very least, the early execution of an assessment increases the potential for coordination and collaboration with other Mission sectors. GDA and alliance planning can be fundamentally integrated across a Mission's Strategic Objective portfolio. Early consideration of alliance potential in a planning cycle increases the potential for partner engagement and resource leveraging. While early assessment is ideal, it is not the only point of a Mission's planning and programming cycle at which an Alliance Assessment can be undertaken. Indeed, it is possible to conduct an assessment at any point of a Mission's programming cycle.

USAID Program Lifecycle

Strategic Planning → Design Project → Solicitation (RfP/RfA) → Implement Project → Close Out Project

Ideal timing for an Alliance Assessment

III. ASSESSMENT FRAMEWORK APPROACH

Both the Multi-sector and Single Sector Alliance Assessment Framework can be refined and designed to meet the needs of individual USAID Missions and Operating Units. The Frameworks may be used to analyze alliance opportunities across an entire country. Alternatively the Frameworks may be used to analyze opportunities in targeted regional settings. Specific development sectors or industries may be reviewed for alliance building opportunities.

The Frameworks must be sufficiently flexible to allow Missions to use it for a variety of purposes and to answer a range of questions. The Frameworks provide a means to recommend specific activities to address priority issues. This can include activities for individual SO or technical teams as well as opportunities for collaboration across teams, between USG agencies, and among cooperating donors.

With this in mind, each Framework has been tailored to provide two general categories of GDA assessment deliverables for Missions. First, through the Multi-sector Framework, Missions will have the option to initiate a stand-alone assessment designed to help staff understand the full range of opportunities for and challenges to partnership with the private sector and other resource partners. This sort of assessment will involve a full review of a country's range of business sectors and a Mission's strategic objectives. Second, the Single Sector Framework provides Missions with a tailored methodology to insert or integrate a GDA 'lens' or perspective into a broader, deeper sector assessment (such as health, democracy and governance, economic growth, conflict, etc).

Annex 2 for this Multisector Framework provides a sample scope of work for a broader, cross-sectoral alliance assessment.

For both types of assessment, findings can be organized by types of recommendations for future action and investment by Missions. Such recommendations could include:

- Recommendations on prioritizing alliance building opportunities and activities;

- Recommendations for management or staffing needs related to alliance building and management;

- Recommendations for Mission alliance building support (e.g. tailored support on developing private sector engagement strategies, or assistance to the contracting office or Regional Legal Advisor);

- Recommendations around private sector engagement (subtopics could include outreach, communications, web development, etc.);

- Recommendations on alliance funding or a funding mechanism; and

- Recommendations for training related to Mission needs.

Both Alliance Assessment Frameworks utilize a participatory approach designed to address the growing need for USAID to forge strategic partnerships with the private sector and meet the operational realities of participating Missions. Missions undertaking an Alliance Assessment are encouraged to take part in the assessment through active participation on assessment teams. The goal of this participation would be to foster a sense of Mission ownership of the assessment process and findings, and to facilitate the alliance-building activities recommended through its conclusions.

IV. BACKGROUND ON ALLIANCES AND GDA

As documented in several USAID studies and evaluations of performance, the GDA model has resulted in significant successes in the design and implementation of public-private partnership activities and alliances within USAID.[1] Since 2001, over 900 alliances involving more than 1,700 distinct partners have been formed. Partner contributions are estimated at $9.6 billion with an average GDA leverage of 2.7 to each dollar expended by USAID. The Office of Development Partners/Private Sector Alliances Division (ODP/PSA) has historically supported USAID's alliance building activities and efforts throughout the developing world. ODP/PSA conducts periodic GDA trainings in Washington and in Missions. In the field, a network of Regional Alliance Builders (RABs) provides on-site technical support to Mission personnel. Currently numbering six, RABs work with individual country Missions in each USAID geographic region to deliver targeted GDA support. The commitment of USAID employees, from Mission Directors to Program Team Members, and their dedication to undertaking the necessary tasks to develop public-private partnerships have been essential to the GDA accomplishments to date.

ALLIANCES DEFINED

USAID defines a public-private alliance, or PPA, as a strategic type of public-private partnership brokered for the purpose of achieving significant development impact. An alliance is an agreement between two or more parties to define and address a specific development problem. Alliance partners combine resources and share risks in pursuit of common objectives, while recognizing that each partner will have objectives not shared by other members of the alliance. There is no maximum number of partners, and each alliance is different.

The purpose of alliances is to deliver greater development impact through the combined strengths of multiple stakeholders. Alliances are possible where private sector interests share a degree of overlap with a USAID strategic objective or planned result. Alliances then become a mechanism by which USAID Operating Units tap into additional resources in support of strategic objectives, and for-profit resource partners enlist USAID's development expertise in support of their direct and indirect business interests. Alliance partners are expected to bring new resources, ideas, technologies,

and/or other partners to address particular development challenges. Conversely, an alliance should not be understood as a matching grant or an activity sponsorship.

Alliances are distinguished from other public-private partnerships and traditional development interventions by a number of key criteria. They are a *market-driven approach* to partnerships between the public and private sectors to address *jointly defined* business and development objectives. Alliances are *co-designed, co-funded,* and *co-managed* by partners so that the risks, responsibilities, and rewards of partnership are equally shared.

As defined in the Annual Program Statement (APS), a solicitation mechanism for alliances issued each year by ODP/PSA, GDAs are a specific type of alliance distinguished by one important attribute – namely, the investment goal of a 1 to 1 leverage of cash, expertise, systems, networks and other resources (with at least 25 percent of all leverage in the form of cash).

Annex 18 provides the full GDA criteria as defined in the 2010 APS.

USAID ALLIANCE EVOLUTION

Over the past nine years, USAID's approach to developing and implementing GDAs and alliances has changed. In its first five years, GDA was characterized as being implementer-led and opportunistic, relying on USAID/Washington Annual Program Statement funds, supporting private sector philanthropic objectives, and focused on pilots and leveraging cash. Currently, and in contrast, USAID defines a strategic alliance approach as largely

Prioritizing Possibilities for USAID

Examples of Development Impact:
- Improved economic livelihoods
- Improved local governance
- Reduced rate of malaria infection

Examples of Business Value:
- Improved supply chain
- Access to new markets
- More productive workforce
- Addressing business environment challenges
- Improved public relations
- Fulfillment of CSR objectives

	Business Value	
	Low	High
Development Impact High	High Dev. Low Business	High Dev. High Business
Low	Low Dev. Low Business	Low Dev. High Business

Towards Increased Development Impact and Business Value

Company also builds a sustainable training institute
↑
Company also provides Training of Trainers
↑
Company also trains farmers
↑
Company contributes seeds/fertilizer
↑
USAID Ag project with no contributions
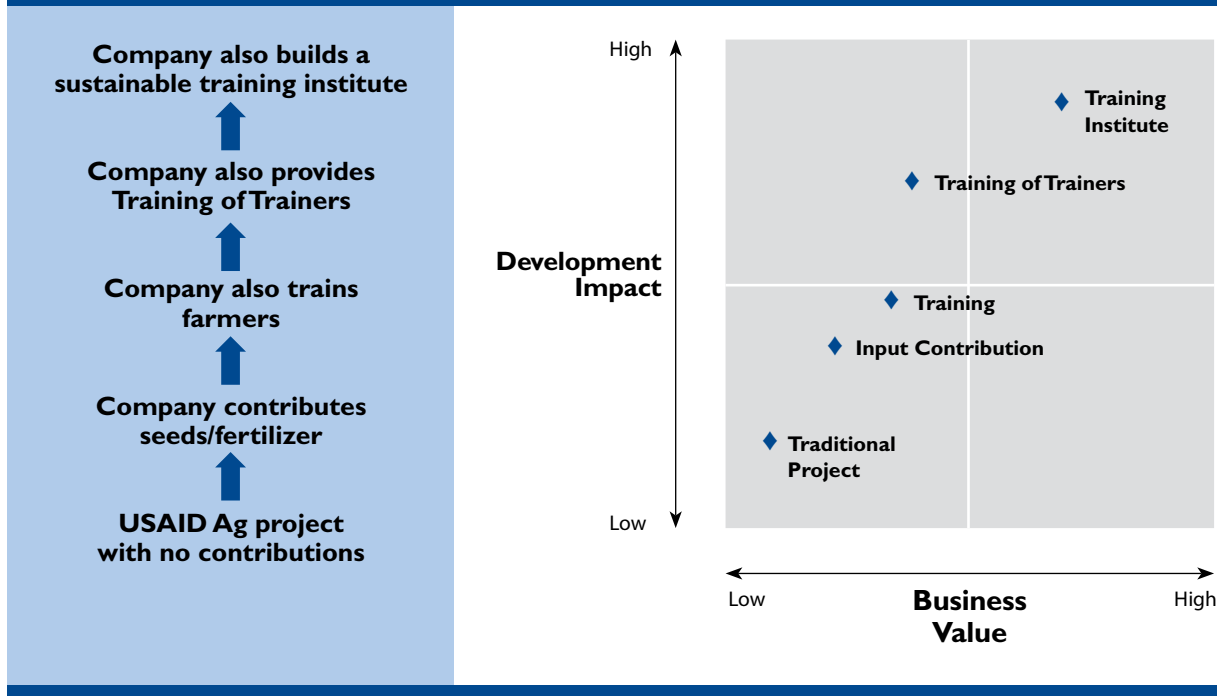
Agency-led and linked to Mission strategic objectives, relying on Mission funding, supporting private sector core business interests, leading to shared outcomes for resource partners, and focused on rolling out successful models and leveraging private sector cash, plus knowledge, technology, and other resources.

UNDERSTANDING STRATEGIC ALLIANCES

Rather than the earlier emphasis on being implementer-driven and on leveraging funds, strategic alliance programming currently focuses on linking partnership promotion to Mission development objectives and leveraging other private key sector assets in addition to cash. Further, strategic alliances are viewed as a new generation of multi-stakeholder, public-private or multi-sector partnerships that include local-, national-, and global-level initiatives but are distinguished from the small-scale, short-term partnerships between USAID, companies, governments and civil society that characterized GDAs in their first years of existence. Strategic alliances are oriented around achieving *explicit* and *shared* outcomes for USAID and its private sector resource partners, in which both business interests and development objectives are simultaneously addressed through partnership activities and investments.

ODP/PSA has developed a graph exercise that has proven useful in assessing these strategic principles. The diagram on page 6 charts various levels of Mission-defined development goals and impacts along the y-axis and the impact for businesses and

companies on the x-axis. The possible strategic partnerships that address priority Mission objectives while also addressing important private sector goals and objectives are situated in the upper right quadrant. The partnerships that are in that quadrant are expected to have high development impact while simultaneously achieving high impact for companies and businesses and can be determined as the highest priority for USAID engagement. At the same time, the possible strategic partnerships that address priority partner goals and objectives should be considered as a high priority for identified potential partners.

Building an alliance is a dynamic process that can lead to transformational development. Over time, partnerships and alliances can move into the high impact/high leverage quadrant as a project progresses. In the example charted above, a traditional agriculture project with no partnership that could supply fertilizer or other inputs is plotted in the lower left quadrant. An alliance that includes a resource partner interested and willing to provide some basic agricultural inputs would have the higher probability of supporting and achieving USAID's agriculture development objectives. A project that begins with a private sector partner that provides seeds moves up the scale of priority and also shows a higher prospective level of impact. Through time, the same project can provide inputs such as training and eventually establish a training institute that would increase development impact, increase the level of private sector contributions, and support continuing sustainability.

V. ASSESSMENT CONTEXT FOR MISSIONS

This Alliance Assessment Framework supports USAID Missions and Operating Units in developing an overall approach to alliance building and by providing a pathway for guidance and technical support for undertaking alliance-oriented program and project designs. USAID experience in developing alliances has demonstrated that a key factor is the interest and commitment of Mission personnel in identifing and taking advantage of emerging partnership opportunities. Effective commitment to alliances requires the undertaking of the tasks necessary to realize and formalize the partnership. Accordingly, the interest and engagement of Mission personnel in strategic alliance development will affect the extent to which planned sector assessments will result in consequential alliances (i.e. those with major impact on a Mission's strategic objectives).

An Alliance Assessment may or may not include evaluation of current Mission GDA and PPA efforts. The decision to learn from current or recent alliances will depend on several factors, chief of which is whether to continue, cease, or expand a particular alliance initiative or project. Ultimately, while a review of alliance history in a country can be informative, the assessment will be forward-looking with a focus on providing comprehensive recommendations for integration of alliances into Mission thinking, planning, and strategy.

The Multi-Sector Alliance Assessment Framework team's review of GDA documents and sector specific assessments indicated that country alliance assessment-type findings, conclusions, and recommendations can result from trainings conducted in Mission countries by USAID GDA personnel and consultants. In turn, Alliance Assessments can include orientations and briefings with Mission personnel, as appropriate. However, it should be emphasized that the Alliance Assessment process is in no way designed to act as a Mission capacity-building exercise. Any assessment orientations or briefings provided to Mission staff will not be structured to replace traditional ODP/PSA training TDYs. Emphasis will fall squarely on assisting Missions in developing an approach to alliances. The assessment itself may result in a recommendation for a Mission to conduct capacity-building training, but training will not be an active element.

The foundation for conducting an assessment is the identification of Mission alliance building objectives. These objectives will be conditioned upon the following considerations: the Mission's schedule for country planning that ordinarily is on a five-year cycle, potential for including alliances in planned sector assessments, and the proposed scope of the alliance assessment.

VI. ALLIANCE ASSESSMENT STEPS

Multi-sector alliance assessments are complex endeavors that involve numerous elements and a significant amount of planning. Alliance assessments will consist of a number of key steps and stages. Section VI presents these core stages while clearly outlining their purpose and goals (see table below for a summary). This section also focuses on approaches for analyzing findings and recommends methodologies for identifying, prioritizing, developing, and acting on alliance opportunities.

In all, there are fourteen (14) essential steps to planning and conducting a multi-sector alliance assessment. The table below reviews basic descriptions and primary goals for each step. It is important to note that some steps occur concurrently.

Assessments are not just field-based exercises. They are rooted in a comprehensive review of a country's economic, human development, and environmental factors that have profound impacts on industry and business. While the background research and business sector analysis (Steps 5 & 6) should be conducted prior to departure, most of the core assessment elements will be based on intensive interviews and fieldwork. More than traditional USAID sector assessments, teams conducting Alliance Assessments will necessarily canvas a broad range of actors in and

Alliance Assessment Steps & Goals	
Steps	**Goals**
Step 1 Identify the priorities and constraints of the Mission	USAID Mission priorities and constraints identified
Step 2 Agree on a scope of work	Scope of Work in place
Step 3 Prepare an assessment budget	Budget finalized
Step 4 Assemble an assessment team	Assessment team in place
Step 5 Conduct background research	Major economy, human development, and environmental indicators identified
Step 6 Analyze business sectors and begin to identify companies	Initial list of business sectors and companies identified as assessment targets
Step 7 Schedule and conduct a team planning meeting	Team structure and roles in place; research reviewed
Step 8 Prepare a contact list and schedule meetings	Interview list and schedule created (as complete as possible)
Step 9 Interview key informants	Business challenges and issues identified
Step 10 Organize a focus group meeting (if necessary)	Business challenges and issues identified
Step 11 Identify concrete alliance opportunities	Alliance opportunities identified and prioritized
Step 12 Provide other alliance-oriented recommendations (if required)	Other alliance-oriented recommendations identified
Step 13 Mission debriefing	Mission debriefed
Step 14 Prepare the assessment report	Assessment report drafted, revised, and finalized

out of traditional development communities. Along with USAID Mission technical and program staff, these actors will include a wide range of companies and businesses, industry associations, government agencies and institutions, other donors, implementing partners, academic institutions, civil society actors, and USAID's implementing partners.

The following sections review the 14 primary steps considered essential for the successful conduct of a multi-sector USAID Alliance Assessment in any country or region.

STEP 1: IDENTIFY MISSION PRIORITIES & CONSTRAINTS

In this section, you will learn how to:

- **Ground the assessment in a Mission's needs**

A critical first step in understanding the potential role of alliances involves familiarizing the Assessment Team with a Mission's particular programming and operational context. To explore this potential, the Assessment Team will engage in a series of interviews with Mission staff to assess the programming context for identifying alliance opportunities. Interviews should take place in part before the scope of work is drafted but will necessarily continue at the Mission once the team has travelled to the location of the assessment. These discussions will help the team understand both priorities and constraints the Mission faces with respect to building alliances. As identified in the Democracy and Governance Assessment Framework,[2] typical Mission constraints could involve any of the following:

- USAID's interests & objectives in the country;
- The Mission's current programming;
- Current and future earmarks;[3]
- Its current financial and human resources;
- Its bureaucratic needs, interests, resources, and constraints;
- The Mission's tolerance for risk and its level of patience;
- Expected investment results and impacts;
- Other donor investments and activities;
- The Mission's comparative strengths and weaknesses;
- Limitations of opportunities due to existing programming (i.e. mortgaged portfolio).

Discussions will focus on Mission goals and operational plans, key program focus areas, and past successes and failures in alliance building. Clustered discussions will be held on the phone and in person with key Mission staff on the Management Team, in the Program Office, on SO teams, and with other USG agencies and Project Implementers in ways that maximize the efficiency and concrete value for participating staff.

Step 1 Output

- **A list of key assessment criteria from the Mission**

STEP 2: AGREE ON A SCOPE OF WORK

In this section you will:

- **Receive advice and input on developing a clear Scope of Work.**

Once an understanding of the Mission context has been achieved, the scope of work (SOW) should be negotiated and finalized. The SOW will be influenced by the following considerations:

- The overall level of effort will be based on the size of the country and the desired scale of the assessment. Regardless of size, a minimum of four person-weeks (two assessment specialists for two weeks) will be required for fieldwork. Two more work weeks will be necessary for preparatory management and report writing. At least two weeks are recommended for the full research and analysis phases (Steps 6 & 7). Travel time and time for translation of materials will also need to be factored.

- The number of people on the Assessment Team will also be determined by the size of the country and the desired scale of the assessment. At the very least, Assessment Teams should include a Team Leader, a Lead Writer, a Logistics Coordinator, and a Project Manager. Minimally one person on the team should specialize in alliance analysis, brokering, or management, while another should be a technical assessment specialist (See Step 4 for details on possible team structures).

- The time and number of team members required will also depend on the location of the assessment. Experience in piloting the Alliance Assessment Framework has shown that larger countries – measured by geography and/or the size of the economy – require a superior level of effort compared to smaller countries. Although the assessment primarily focuses on data that can be collected at a national (capital city) level, assessment teams may conclude that conducting some of the assessment at a subnational level is appropriate, particularly in larger countries. If part of the assessment is to be conducted at the regional level, the team will need to coordinate with the Mission in considering site selection, budgetary and time implications of regional travel, and technical needs such as the involvement of regional specialists.

Scopes of work will necessarily differ in nature if the assessments are stand-alone, broad studies of the potential for alliances across all development sectors or if they are embedded in or tied to a defined development sector assessment (health, DG, conflict, etc.). This Framework contains a sample SOW in Annex 2 that illustrates the multi-sector variant of an Alliance Assessment.

Step 2 Output

- **A completed and approved scope of work**

STEP 3 – PREPARE AN ASSESSMENT BUDGET

In this section you will:

- **Develop a complete budget for the assessment, including all key cost elements**

The Assessment Team will need to prepare a budget early in the planning process. This Alliance Assessment Framework includes a template for a budget as Annex 3. The budget should be updated as additional information becomes available, including personnel daily rates, the location of the team planning event, general international and local travel costs, and the cost of interpreters and translators, if needed. Typical key considerations for the budget include:

- Personnel time, such as:
  * Planning time—Administrative planning and assessment preparation
  * Team member time—Research, fieldwork, and report preparation

- Travel costs (as needed)
  * Airfare
  * Per diem (hotel and meals & incidentals)
  * Visa costs
  * Medical evacuation
  * Telecommunications

- Contracted services
  * Local Logistics Coordinator
  * Translator(s)
  * Driver(s) and car(s)
  * Conference room facilities (for pre-trip team planning and in-country private sector focus group), including room charge, food costs, and equipment rental

- Other costs
  * Photocopies & printing
  * Postage

Step 3 Output

- **A completed and approved budget**

STEP 4 – ASSEMBLE AN ASSESSMENT TEAM

In this section you will:

- **Define key roles on the Assessment Team**
- **Prepare position descriptions for team members**

The selection of the Assessment Team is a critical step in planning the assessment. Team members may include contractor staff, USAID Mission staff (such as an Alliance Point Person), the USAID Regional Alliance Builders, staff from USAID/Washington offices such as ODP/PSA, in-country consultants, and external consultants. Basic team composition should include a Team Leader and a Lead Writer. All assessment teams should include at least one alliance specialist. At the same time, teams should also be comprised of at least one person who specializes in conducting assessments. Teams will also consist of a locally based Logistics Coordinator (who will plan and organize the team's meetings and interviews in country) and a Project Manager (usually a home office-based staff member) who will oversee project planning and preparation.

The responsible contractor or parties for the particular assessment will likely assemble the team and assign roles and responsibilities accordingly. Basic roles, qualifications, responsibilities, and estimated level of effort for a proposed Assessment Team make-up are described below. Full job descriptions for the Assessment Team leader, the Assessment Lead Writer, the Assessment Logistics Coordinator, and the Project Manager are included as Annex 4.

Assessment Team Leader

The Assessment Team Leader is responsible for the overall management of team activities in the field and for the timely completion of the assessment. The Team Leader will:

1. Lead the team and its activities;
2. Clarify the scope and timeline;
3. Serve as primary point person for the team's interaction with the Mission;
4. Liaise with the logistics coordinator and the Mission on scheduling interviews, site visits, and logistics;
5. Plan for daily activities during fieldwork with other team members;
6. Facilitate daily team meetings;
7. Coordinate with the Logistics Coordinator and the Mission to prepare for and conduct the stakeholder workshop;
8. Lead the fieldwork debriefing to the Mission;
9. Deliver the final assessment report to the Mission or Operating Unit.

Assessment Lead Writer

The Assessment Lead Writer will be primarily responsible for writing and compiling the assessment report. The Lead Writer will:

1. Serve as primary writer for the assessment report;
2. Manage the writing process and the report;
3. Work with the Team Leader and other team members to develop

an outline of the report structure;

4. Compile and synthesize overall team conclusions and analysis and/or elements written or produced by other team members;
5. Prepare a rough draft of the assessment report to be presented to USAID prior to (or shortly after) return to the US;
6. Integrate all input and suggested changes to the assessment report draft from Mission staff, USAID officials, contractor representatives, and Assessment Team members;
7. Finalize Assessment Report following input compilation.

Assessment Logistics Coordinator

The primary responsibilities of the Logistics Coordinator will be to organize meetings with key businesses and companies, plan meetings and daily schedules, and arrange overall travel and other logistics for the Assessment Team. The Assessment Logistics Coordinator will:

1. Organize meetings with local and international business representatives;
2. Organize meetings with implementing partners, government officials, and civil society representatives as needed;
3. Plan and keep track of Assessment Team scheduling;
4. Assist with invitations and arrangements for the private sector focus group (if needed);
5. Arrange local transportation (as needed);
6. Hire local translator(s) to work with the team (if needed);
7. Obtain quotes for mobile phone rental for the team (as needed).

Project Manager

In advance of fieldwork, the Project Manager will oversee the following key tasks:

1. Prepare scopes of work, background material, and other documents;
2. Assist in selecting the Assessment Team members;
3. Prepare the assessment project checklist and budget;
4. Manage preparations, including interfacing with USAID regarding logistics for the team and planning travel
5. Organize team planning meeting(s);
6. Work with the Assessment Team to obtain reports and other data sources required in advance and extract specified information;
7. Hire a locally based Logistics Coordinator (if needed);
8. Provide guidance on general work protocols for the team, including regular daily working hours (start, lunch, end), holidays, introductions, and language;
9. Establish protocols for interview note-taking, sharing notes among team members.

Step 4 Outputs
- **Assessment Team members recruited**

STEP 5 – CONDUCT BACKGROUND RESEARCH

In this section, you will learn how to conduct & present research in four ways:

1. **Start by investigating major economic, human development, governance, and environment indicators that have alliance implications**
2. **Second, summarize most important indicators in table form**
3. **Next, illustrate key indicator trends and instructive data in graphic form**
4. **Finally, present the complete research findings**

1. Investigating major indicators

By their nature, alliances are crosscutting initiatives. USAID has developed successful alliance models in every area in which USAID works: economic growth, global health, education humanitarian assistance, democracy and governance, conflict mitigation, and environment. Moreover, many individual alliances themselves cut across a number of development objectives. For example, USAID's long-standing partnership with Chevron in Angola covers health, agribusiness, and even local governance. USAID works on development issues that impact and influence the private sector in a variety of different ways.

The crosscutting nature of USAID's partnerships presents a particular challenge to any Assessment Team: where to begin when identifying alliance opportunities? After all, if alliances can cover virtually any theme upon which USAID can work, how can the team begin the process of identifying priority areas to focus upon?

Properly conducted, targeted background research can serve as a running start for an Alliance Assessment Team before arrival in a country. The purpose of the research, called an Alliance Macro Indicator Analysis (AMIA), is to provide the team with a pre-departure starting point for better understanding how development factors are intersecting with the interests of the private sector. At its core, the AMIA looks for emerging business trends and development challenges that may extend beyond traditional USAID portfolios. The research is structurally divided into four primary categories: Economic Indicators, Human Development Indicators, Governance Indicators, and Environment Indicators. Within those categories, the AMIA has selected a handful of key data points that have been demonstrated to play a role in motivating the private sector to partner with USAID in a development alliance. All of the indicators are from widely used publications and analyses (both within USAID and in the private sector). The indicators chosen are illustrative and Assessment Team members may find other data points that are relevant in a given country or context. However, it is important that the team focus on a relatively small number of key indicators and not become overwhelmed if a wealth of current data and relevant analysis is available.

2. Summarizing important indicators in table form

Once AMIA indicators have been determined, the Assessment Team can then prepare brief summaries of key findings distilled from the data. This data can be presented in an assessment report

in two versions. First, a complete summary of essential indicator data can be provided in table form. Such a table would include two to three sentences for any one field, as shown in the example on the following page.

The indicators highlighted and presented in the table should be flexible and dictated primarily by the country context. These indicators play a critical role in determining the varied directions of an assessment. They summarize key factors that have an impact on the operations and development of business sectors and individual companies in a particular country. As such, key indicators provide a foundation for the selection of business sectors and companies that comprises the next step in the assessment. The Assessment Team

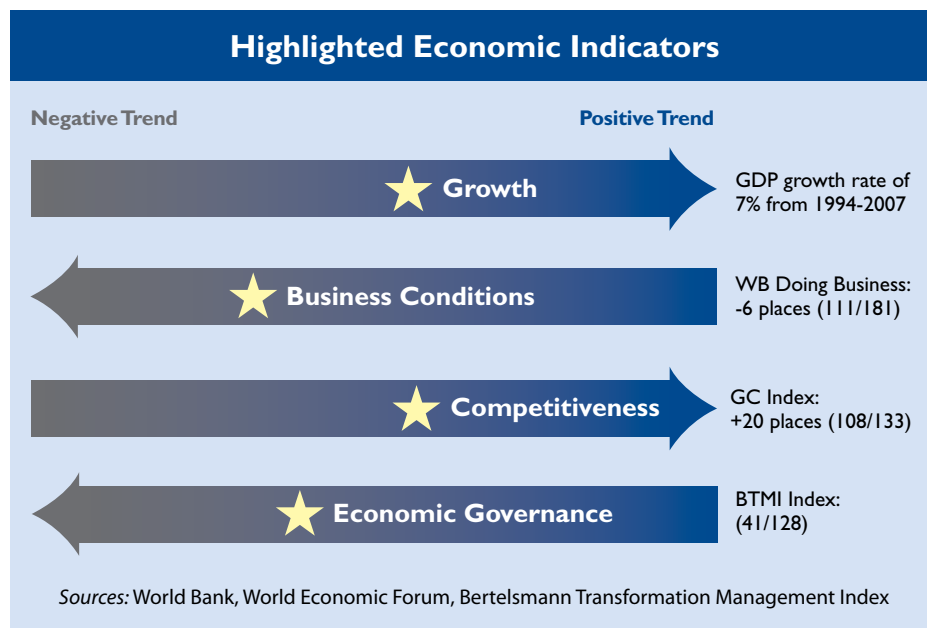| Highlighted Indicator Data	
Economic Growth	An average 7.4 percent growth rate for 2004-2009 masks a strong regional imbalance—nearly half of GDP comes from the southern part of the country. Economic growth has slowed in 2009, but growth potential is high for the next few years.
Economic Structure	Growth of the services sector outpaced agriculture. In 2008, services produced 53.9 percent of GDP but employed 34.1 percent of the workforce. Agriculture contributed 21.4 percent of GDP and employed 24.3 percent of the workforce. Industry produced 24.6% of the GDP.
Business Conditions	An average 7.4 percent growth rate for 2004-2009 masks a strong regional imbalance—nearly half of GDP comes from the southern part of the country. Economic growth has slowed in 2009, but growth potential is high for the next few years.
Human Development	_____ is a deeply impoverished country facing numerous important human development and political governance challenges. Life expectancy is among the lowest worldwide for men and women.
Major Infectious Diseases	The HIV rate had been dropping steadily for a few years but is beginning to rise again. Malaria remains the chief cause of death among youth.
Education	The primary and secondary school rates have increased from 35% to 85% in the 15 years since the abolishment of school fees.
Birth Rate/Median Age	The country is distinguished by the highest global birth rate at 6.5 children per woman and a very low median age of 15 years. It is already facing dire demographic challenges, with increasing masses of youth looking for work.
Political Freedom	Political rights and civil liberties have improved in recent years with the legalization of political parties in 1986 and the general trend towards empowering local and regional governments.
Corruption	Corruption remains the single most negative governance trend. Over 80% of businessmen interviewed in the 2006 World Bank-IFC Enterprise Survey indicated that they made unofficial payments to government officials.
Conflict	The end of conflict has had a dramatic effect in the country's southern districts, which have long been crippled by the insurgency. 400,000 internally displaced people (IDPs) have emptied humanitarian camps and returned to their homes in villages and towns throughout the region.
Natural Disasters	Heavy rain has led to significant flooding and damage to the agriculture sector in the northeast of the country.
Energy-Related Emissions and Carbon Intensity	Due to the lack of industrialization, the country's emissions have not increased significantly between 1990 and 2005. With the country's national economic infrastructure strategy, emissions are expected to increase in the next 10 years.
Total Primary Energy Supply	Energy consumption is expected to increase significantly as a result of the discovery and production of oil in the southeast of the country and the national economic infrastructure plan.

can then use the table summary to prepare a short preliminary assessment strategy that outlines priorities for the Assessment Team during the field visit. For example, in a country with high unemployment and low median age, the team may choose to look at workforce and education-related issues. In countries where coffee is a key export, the team may want to look at value chain-related alliances with buyers, such as Peet's and Starbucks. In countries with a high percentage of remittances, the Team may want to look more closely at diaspora populations.

In analyzing key indicators, it is important to note that it is the combination of data points that will often be most revealing in terms of possible opportunities for partnerships. For example, most developing countries have low per capita GDP. However, a country with low income but with a rapidly growing number of Internet Hosts may present an opportunity to partner with host country companies and international technology firms to develop web-enabled applications relevant to development, such as education, agricultural pricing, e-financial products, etc. A country with a high unemployment and low median age may show potential for entrepreneurship-related alliances. The extent of underemployment that is not recorded will add to the total estimate of the available workforce. A country that is heavily dependent on agriculture might have promise for water-related alliances

3. Illustrating key indicator trends and instructive data in graphic form

After the table summary, a second summary of key indicator data can be presented individually and graphically. By illustrating the four fields of indicators (Economic, Human Development, Governance, and Environment) the Assessment Team is able to emphasize positive or negative trends in any particular field. The example below highlights the economic indicators from an assessment in Uganda, showing both trends and relevant indicators:

- Uganda is currently facing a tectonic shift in its economy as it transitions into oil production. The discovery of 700 million barrels of proven oil reserves in the Lake Albert Rift basin and identification of a further 1.5 billion barrels means that Uganda's GDP may double in the next decade.

- 80% of Ugandans live off the land, and the agriculture sector remains largely dominated by subsistence farming. Agricultural output in the economy continues to decline relative to other sectors, despite the fact that 75% of Uganda's land is considered arable. 85% of the population lives in rural areas.

- A lack of energy and decrepit infrastructure add considerable production costs and dampen the growth potential across all sectors. According to official statistics, only 3% to 10% of the population has access to electricity.

Highlighted Economic Indicators

Negative Trend — Positive Trend

Growth — GDP growth rate of 7% from 1994-2007

Business Conditions — WB Doing Business: -6 places (111/181)

Competitiveness — GC Index: +20 places (108/133)

Economic Governance — BTMI Index: (41/128)

Sources: World Bank, World Economic Forum, Bertelsmann Transformation Management Index

- Although the overall economy has grown more competitive due to macroeconomic reforms and the booming services sector, comparatively it remains relatively weak in the region. There is growing nervousness in some sectors about the opening of markets resulting from the East Africa Community's phased trade liberalization.

- According to the World Bank's Doing Business Report, Uganda has retreated in its business 'friendliness,' falling 6 places in its global ranking system. In addition to the conditions cited, entrepreneurs continue to be hampered by persistent and pervasive corruption, arduous bureaucratic procedures, opaque conditions for land ownership, and other structural barriers. Without deliberate attention, these same governmental structural impediments could prove disastrous as Ugandan oil begins to flow.

4. Presenting complete findings in a report annex

In addition to the summaries of indicator data, the Assessment Team should collect the full available data and place the relevant data points into matrix form as an annex to the assessment. Example matrix templates are included as Annex 16.

Notably, the AMIA exercise is meant to offer users a starting point for prioritizing limited Assessment Team resources during a field visit. It provides a framework for moving forward that is independent of but informed by both development and business-related factors. Any ideas or directions that emerge from the AMIA need to be 'ground-truthed' through interviews with the private sector, USAID and other key stakeholders.

Step 5 Outputs
- **Indicator data analysis in summary table**
- **Completed graphics representation of key indicator trends**
- **Full AMIA matrix developed by researcher**

STEP 6 – ANALYZE BUSINESS SECTORS & IDENTIFY COMPANIES

In this section, you will use the research to analyze business sectors and develop a preliminary list of targeted companies via the following activities:

1. **First, determine sector strengths, weaknesses, opportunities, and threats (SWOT)**

2. **Next, classify sectors into dominant, emerging, and problematic categories**

3. **After sector SWOT & categorization, begin to prioritize sectors by looking at:**
   - **Development overlap**
   - **Economic importance**
   - **Mission interest**
   - **Government focus**
   - **Regional significance**

4. **Once the sector is analyzed, identify representative companies**

5. **Combine Elements 1-4 into Sector Table including identified companies**

The next step in identifying strategic opportunities to build alliances involves the identification of key business or industry sectors and individual companies. Through the desk-based AMIA research process, an Assessment Team will identify the majority of business and industry sectors that are most pertinent to alliance building and that offer USAID the opportunity to utilize alliances in a strategic manner to leverage private sector resources for better development impact, greater scale, and sustainability. Once identified, business sectors can then be analyzed though a number of lenses in order to gauge the potential for alliances. Each lens brings a unique focus to the sector in question and offers assessment teams the opportunity to investigate various perspectives of the intersection between business interests and development goals.

Much of this sector analysis will occur before a team departs for fieldwork. Upon arrival in country, however, the team should triangulate and add to its list of sectors and companies through meetings with leading USAID implementers, other donors, and key industry associations.

To help illustrate the value of sector analysis in identifying and prioritizing sectors, this Framework includes an example from an alliance assessment in Uganda — namely, the Telecom Sector.

1. Determine sector strengths, weaknesses, opportunities, and threats

As a first step, the team can conduct a desk-based SWOT analysis to probe for key intersections between business interests and development goals for each identified sector. The 'strengths' of a sector refer to its comparative advantages, while 'weaknesses' focused on comparatives disadvantages. 'Opportunities' should be seen as specific highlighted areas that could be ripe for partnership.

'Threats' are those external or sector-based issues that jeopardize success.

The following graphically represents the SWOT analysis conducted for the Telecom sector in Uganda:

Strengths (Competitive Advantage)	Weaknesses (Competitive Disadvantage)
• Sector rapidly grew leading to coverage in 90% of the country • One of the most competitive sectors in Uganda • Price point has decreased rapidly, making phones affordable to growing masses of Ugandans • Six months from the introduction of mobile money transfer, MTN and Zain registered approximately 250,000 clients onto the mobile money transfer service moving over 40 billion shillings in transactions. • Voice SMS service offered. • Uganda telecom recently launched solar-powered GSM phone.	• Penetration has leveled off • Price point may not lower further • Value-added services slow in developing (compared to other regional countries like Kenya and Rwanda)

Opportunities (Positive Trends)	Threats (Challenges)
• Value-added services including mobile banking and other SMS-based options • East African fiber optic cable will lead to vast internet opportunities (including rural wireless internet) • Sector deregulated in 2000	• Low literacy rates limits rural penetration • Rapid expansion – sector may have too much competition • Urban market is near full maturation

In applying a SWOT and categorization analysis to Uganda's telecom sector in Uganda, a number of issues came to the fore:

- Investment in the telecom sector in the country had grown exponentially as a result of deregulation in 2006, making it one of the country's most dynamic *emerging* sectors.

- While mobile phone companies achieved a remarkable rate of geographic penetration into rural areas of country, the sector was hampered by a lack of value-added services designed to attract customers as compared to the telecom sectors in neighboring Kenya and Rwanda.

- Additionally, a new East African fiber optic cable was just coming online and was predicted to increase Ugandan access

to the internet exponentially, particularly in rural areas.

As a result of this analysis, the Assessment Team was primed to investigate the sector further. The Team then identified a number of potentially important business interests (e.g. the need for value-added services) that overlapped with development issues (e.g. rural economic development.)

2. Classify the sector into relevant economic category

In addition to a basic SWOT analysis, the assessment team can catalog sectors in order to determine their role in the overall economy. Such classification can help assessment teams conceptualize and identify a role for alliances in addressing key issues related to the nature of the sector in the economy. Sectors can be classified in three primary and functional ways:

- **Dominant/Established.** These sectors represent the 'commanding heights' of the economy, where leading companies (in terms revenues and visibility) are concentrated. Such sectors drive the economy and occupy a significant piece of a country's GDP, which can be quantified.

- **Promising/Emerging.** Other sectors of the economy may not yet play as significant role in the economy as dominant sectors, but they hold the potential to be a source of growth for the private sector and a catalyst for achieving development objectives. These sectors can be quantified by potential rather than actual growth. For example, although not yet operational, the oil industry in Uganda was predicted to double the size of the country's GDP in ten years.

- **Problematic.** Typically these sectors of the economy are so distorted or underdeveloped that they are negatively impacting broader development issues. In the worst cases, problematic sectors impede economic development or growth of the private sector. Problematic sectors may be those particularly prone to corruption, or those that adversely impact the environment or human development issues. Other examples of problematic sectors could include those that were once dominant but that are in decline due to market factors.

Alliance opportunities will typically be most strategic when oriented towards dominant or emerging sectors. With the latter, USAID may be able to play a catalytic role in helping strengthen the sector and/or assure positive development impacts as they emerge. With the former, USAID can partner with dominant sector companies with the goal of reaching scale in the scope of activities or mitigating large-scale negative impacts (e.g. environmental damage from the oil industry).

The following table illustrates categorization for all major business sectors in Uganda as identified by the Uganda Assessment Team. The Telecom sector was clearly determined to be "promising/emerging."

Business Sector Classification in Uganda

Dominant/ Established	Promising/ Emerging	Problematic
Manufacturing Agriculture-Coffee Agriculture-Tea Agriculture-Cotton	Telecom Mining/Oil/Gas Financial Services Tourism Education Healthcare/ Pharmaceuticals	Fish Agriculture-Flowers

3. Prioritize the sector through five filters

After completion of the business sector SWOT and category analyses, the Assessment Team can use a series of filters to prioritize and make decisions regarding the potential value of sectors to alliance building. These are:

- **Development Overlap.** Are there significant sectors that have obvious and significant overlap with development concerns? These could range from the role of agribusiness for local economic development or the impacts of extractive sector on the environment or potential social unrest to the build-out of telecommunications into rural areas and the growth of the independent media sector.

- **Importance of the Sector to the Overall Economy.** Is the sector expected to have a major role in driving or otherwise affecting the economy? Whether categorized as dominant, emerging, or problematic, it should be seen as a sector that has a significant role in the economy.

- **Mission Interest or Focus.** Certain business sectors may have obvious intersections with a Mission's priority objectives. These might include agribusiness and food security, forestry and climate change, pharmaceuticals and HIV/AIDs or malaria treatment/prevention, tourism and regional economic development, etc.

- **Host Country Government Priority or Focus.** In some countries, a number of sectors may be highlighted by the national government as part of a national development plan. Such focus could serve as a catalyst for engagement, particularly for emerging sectors that might be looking for support and investment.

- **Regional or Cross-Border Significance.** An Assessment Team may know from an early point that a particular region will be highlighted in an assessment, perhaps due to Mission prioritization. In this scenario, the Assessment Team can determine the most significant sectors to the economy of a particular region.

Sectors that pass through these filters with a high 'tick rate' should be seen as high priority. To reiterate, however, the team should always triangulate and add to its list of sectors based on its initial meetings with leading USAID implementers, other donors,

and key industry associations.

'Filtering' the Ugandan Telecom sector fundamentally helped uncover its potential for alliance building:

Development Overlap	Mission Interest	Importance	Government Priority	Regional Significance
✔	✔	✔		✔

As determined during the SWOT analysis, the sector revealed significant overlap with development issues. Due to urban market saturation, mobile phone companies viewed profit and operational growth as determined by their expansion into new rural markets. Further, the sector was predicted to help boost rural economic development in the north of the country, which was prioritized by the Mission as a key area of focus. Overall the economic landscape had already been clearly affected by the rise of the telecom sector.

4. Begin to identify companies

Having selected priority sectors, the assessment research can begin the process of identifying leading international and local companies in each of the sectors. During the AMIA research process, an initial list of companies can be fashioned based on a number of factors including market share, sector influence, and regional importance. Sources range from major research institutions including the Economist Intelligence Unit and the World Economic Forum to online resources such as business association lists and sector review reports. Upon arrival in country, the Assessment Team will continue the refinement process by identifying companies through key informant interviews with USAID and Embassy staff, business associations, and local implementing partners. These framing discussions provide both insights into development challenges and issues motivating the private sector, as well as additional companies and contacts for interviews.

In the case of the Ugandan Telecom sector, the Assessment Team assembled a broad list of leading companies that was ultimately boiled down to three important corporations for interviews. The following table presents the full list of Ugandan companies and highlights the top three as determined by the Assessment Team.

Leading Companies

- MTN Uganda *
- Orange Uganda*
- Zain Telecom*
- Suretelecom Uganda Ltd.
- Smile Communications
- Computer Frontiers
- International Communications Commission
- UTL
- AFSAT Communications

- Uganda
- Bushnet Infocom
- RCS Radio Communications
- Jireh Technologies International
- Zineth Electronic Security and Communication
- i-Tel
- Bitwerk Technologies Ltd

Interviewed companies

5. Summarize sector analysis in table form

Once a sector has been fully scrutinized, the assessment team can summarize results in table form. The summary includes a SWOT summary analysis, categorization as dominant, emerging, or problematic, a prioritization filtering process, and an initial list of companies within the sector targeted for interviews. Annex 17 provides a summary table template that can be used for sector analyses as well as an example of the complete Ugandan Telecom sector analysis table.

To review, each lens of sector analysis provided the Uganda Assessment Team with a different perspective on the potential for partnership. The Telecom sector analysis itself not only highlighted the sector for further inquiry through interviews. It also provided major themes for discussion with sector representatives, underlined specific questions to ask during interviews, and gave the team a more precise sense of the most valuable companies and officials to approach.

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Step 6 Outputs

- **Priority sectors initially identified**
- **Initial list of identified companies (to be updated on a rolling basis)**
- **Sector analysis tables filled**

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STEP 7 – SCHEDULE & CONDUCT A TEAM PLANNING MEETING

In this section you will:

- **Formalize Assessment Team roles & responsibilities**
- **Establishing a shared understanding of the assessment purpose and goals**

After completion of the research and initial analysis, the Assessment Team should schedule a meeting to review the purpose of the assessment, assign responsibilities, and evaluate the findings of the research and sector analysis/company identification. The focus of this meeting should also include a review of remaining information gaps and scheduling of the fieldwork. At a minimum, all team members should participate and be present if possible. If the Logistics Coordinator or another team member is based in-country, she or he may participate by phone as needed.

A sample team planning meeting agenda is presented in Annex 5.

Once the team is mobilized in the field, regular daily team meetings led by the team leader are recommended.

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Step 7 Outputs

- **Team planning meeting organized and conducted**

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STEP 8 – PREPARE A CONTACT LIST AND SCHEDULE MEETINGS

In this section, you will organize the assessment field site visit to maximize input from the private sector as well as key USAID stakeholders. Specifically, this section will cover:

- **Preparing interview list & scheduling meetings for identified companies**
- **Deciding with whom to meet in a company**

Based on the companies identified in the sector analysis, the Logistics Coordinator will work with the Team Leader, other members of the team, and USAID representatives to begin to identify company contacts and schedule meetings for the team. It is recommended that this process begin at least two weeks prior to the Assessment Team's arrival in country. An updated list of contacts should be provided to the team leader on a daily basis. The Team Leader should work closely with the Logistics Coordinator to confirm the proper type of contacts for interviews (see text box "Who to Meet With" for company contact types). The Logistics Coordinator can start scheduling meetings as soon as soon as the Team Leader confirms the companies and individuals targeted for interviews.

Ideally, the first few days after a team's arrival should be centered on framing meetings with USAID management and operational units, key implementing partners for USAID, other donors and NGOs, and government officials. The overall purpose of these meetings will be to triangulate and add to the list of business sectors, companies, and contacts generated by the Assessment Team prior to their arrival. Experience in piloting the Assessment Framework has revealed that numerous important sector trends, leading companies, and key contacts will be identified after the framing meetings have been initiated.

The team schedule should be viewed as a flexible document to be altered as needed during the assessment process. The Logistics Coordinator will necessarily add and subtract meetings throughout the assessment. Despite this, the earlier meetings can be fixed, the better. Depending on the country and the size of companies, meetings with business leaders may need to be organized at least two weeks prior to a team's arrival. At a minimum, the first week of meetings should be as close to complete as possible before a team arrives.

A sample schedule and contact list template are included as Annex 8 to the Assessment Framework.

Step 8 Outputs

- **Contact List started at least two weeks prior to arrival**
- **Schedule organized (with first week nearly full prior to arrival)**

Who to Meet With

There are no hard and fast rules about the type of company representative it is best to meet with. The team needs to manage its need to get strategic information while respecting the time limitations of senior corporate managers. While meeting with a CEO or MD can be very insightful, the team needs to remember that a senior corporate leader's time is at a premium and an assessment may not be the best use of that time. At a minimum, the team should try to meet with a manager of sufficient seniority that s/he can provide an overview of the company's operations and challenges. When possible, the team should try to meet with a manager most closely related to the development issues identified in the research process. Here are some examples of typical company management positions and their possible relationship with USAID development interests:

Operations Managers – supply chains, distribution networks, workforce development, market access

CSR/PR Managers – social issues, corporate philanthropy, labor standards, community engagement

Marketing Managers – co-marketing, customer outreach

HR Managers – workforce development, education, health

Finance/Admin Managers – workforce issues, funding, IT

Environmental Managers – conservation, natural resource management, environmental standards

STEP 9 – INTERVIEW KEY INFORMANTS

In this section, you will learn how and why company interviews are the most essential step in identifying alliance opportunities. Specifically, you will be able to:

1. **Understand the purpose and types of interviews and how to manage company expectations**
2. **Know the questions to ask and how to organize answers**
3. **Identify company challenges and issues as the basis of strategic alliances**

1. Purpose and types of interviews and managing company expectations

Core to the assessment process are interviews with identified companies. The purpose of these interviews is to flesh out the business context and relevant data surrounding the business goals and challenges of major international and local businesses and to ascertain likely level of interest in partnering with USAID.

Crucially, interviews explore and probe a company's business interests and commercial or operational challenges that might overlap with development interests of USAID. As highlighted previously, it is in this area of overlap, or 'sweet spot,' that the greatest opportunities for strategic partnering can be isolated. In general, interviews with the private sector focus in particular on:

- Current business priorities, investments, challenges and constraints;
- Future business strategies, directions, and anticipated challenges; and
- Proposed areas of congruence between USAID objectives and business sector challenges.

Discussions can be held with representatives from the following types of institutions:

- Officials from major international and local businesses identified through research and framing interviews;
- Relevant local business networks including Chambers of Commerce, Rotary Clubs, etc.;
- Relevant local industry associations;
- Key business training institutions and universities; and
- Business consulting firms.

Interviews will seek information on possible partnering opportunities with the private sector while at the same time identifying select industry 'champions' who, like the Mission's dedicated Alliance Builders, will serve as the lead in future alliance discussions.

During and after the interview, great care needs to be exercised by the Assessment Team to manage expectations

Managing Expectations in a Company Interview

Prep the Meeting by Letter – In arranging meetings, consider sending an introductory letter that clearly states the purpose of the requested meeting, the purpose of the assessment and how USAID will use the findings of the assessment. (See Annex 6 for sample letter)

Clarify Interview Purpose – During interviews, make it clear that USAID is gathering input from the private sector at this stage. Make it clear that the Assessment Team does not make decisions for USAID; rather the purpose is to provide recommendations.

Include Mission Representation – Having a representative from the USAID Mission accompany the team on interviews can be helpful in explaining current Mission priorities and programs. The representative can also direct follow-up to any near-term alliance opportunities that are uncovered in the interview process.

Follow up by Note – Be sure to follow-up an interview with a thank you letter or e-mail that states what the next steps in the assessment process will be. This is both a simple courtesy, but also provides an opportunity to convey the message that the assessment is not about brokering a specific deal with a company.

Share a Version of the Report – Whenever possible, the USAID Mission should send a copy of the public version of the assessment report to all key informant interviewees. Again, this is both a simple courtesy and will help interviewees understand how their input was incorporated into the assessment.

Business Challenges in Uganda

Infrastructure
- Poor transportation networks
- High transportation costs
- High construction costs

Access to Finance
- High commercial lending rates
- High government bond rates
- Lack of long-term financing
- MFI not targeting key sectors

Electricity
- High cost per KwH
- High reliance on generators
- Demand exceeds supply

Technical Skills
- Low literacy and numeracy rates
- Lack of basic technical training
- Education curriculum & business needs gap
- Poor industry-education linkages

Enabling Environment
- Slow government decision-making and corruption
- 510 days to enforce a contract
- 77 days to register property

Management Capabilities
- Lack of local management cadre
- Absence of business skills
- Poor corporate governance

Input Factors
- Counterfeit inputs
- High cost for imported materials
- High reliance on middle men
- Insufficient R&D into Ag-inputs

Demand for Ugandan Products
- Weak local demand
- Weak linkages to export markets

Environmental & Social Risk Management
- Community engagement required
- Environmental damage
- Reputation risk

Employee Health
- HIV/AIDS, malaria, etc., cause high absenteeism, loss of productivity, loss of skilled workers, high training costs

Private Sector Questions & Interview Table

Company Name	*(Place company logo here)*

Business Sector/Industry: • What is the industry/business sector?	**Location of Operations/Production:** • Where does the company operate? • Does the company have a regional focus?
Date of Interview:	**Location of Interview:**

Company Focus/Product:
- What does the company produce or focus on?
- How long has the company been in operation (in the country)?
- What are its annual sales/revenue?
- How many people does the company employ?
- What is the projected employment going forward?
- If there is an operational life cycle involved (i.e. mining, gas, and oil), at what point in that cycle does the company find itself?
- How long is the company expected to be in a country/market/operational life cycle?

Business Interests:
- What are the company's long-term interests in a place/market?
- Does the company see opportunities for expanding operations/market size in a country?
- Are there barriers to this expansion?
- What are the issues the company is currently facing?
- How/where does the company see itself in five years time?
- What are the barriers for a company reaching its five-year goals?
- What might be done to accelerate the process to reach the five-year goals?

Business Challenges:
- What are key business challenges that the company currently faces?
- What would a particular company like to do that it can't because of external factors (legal, regulatory, environmental, etc.)?
- What are key business challenges that the company anticipates in the future?
- Do any of these intersect USAID's development goals?
- Are there specific barriers to entry in a particular market?

CSR (if any):
- Does the company have a CSR philosophy?
- Does it have a CSR track record?
- What type of specific CSR activities has the company undertaken?

Alliance/Partnership Potential
(high/medium/low):
- Is there high-level support in the company for these types of partnership?
- What value does the company see in partnership?
- Is there a 'champion' for partnership in the company (i.e. someone who can functionally act as point person and move the partnership process along)
- Is there a long-term interest in having/building a relationship with USAID?
- What could partnering with a organization like USAID allow you to do or help you to do better that you couldn't achieve on your own?
- On a scale of 1-5, how would you rate the company's level of commitment to partnerships?

Development Sector(s)/Objective(s):
(Note: These questions are not to be asked but are for the interview summaries)
- What are the development objectives relevant to the company's challenges and issues?
- Does the USAID Mission focus on strategic objective areas relevant to this discussion?

Leverage:
- What resources could the company provide/contribute to a development project?
- What are the initial investments a company would be willing to make?
- Has the company contributed resources to prior projects?
- What are the expected returns on an investment?

Previous/current engagement with USAID *(if any)*:
- Has the company partnered with USAID in the country?
- Has it partnered with USAID elsewhere?
- Has it been involved with GDAs?

Drawbacks *(mini-due diligence)*:
- Are there any issues or concerns about the company that the Mission should consider?

Cross-Sectoral Nature of Challenges in Uganda								
Challenge	**Business Sector**							
	Agriculture (Crops¹)	Agriculture (Dairy)	Agriculture (Fishery)	Oil	Food Processing/ Manufacturing	Financial Services	Telecom	Tourism
* Infrastructure	●	●	●	●	●	○	◗	●
Electricity	○	●	○	●	●	○	◗	●
Enabling Environment	○	○	●	●	●	○	○	◗
Input Factor Quality	●	○	○	○	●	○	○	◗
Access to Finance	●	●	◗	○	●	○	○	○
* Technical Skills	●	●	●	●	●	●	◗	●
Management Capabilities	○	○	○	○	●	●	○	●
Demand Generation	●	●	○	○	◗	○	○	●
Environmental and Social Risk Management	◗	◗	●	●	○	○	○	●
Employee Health	◗	◗	●	◗	●	○	○	○

¹. e.g. Grains, cotton, sunflower seeds.
Source: Desk research; interviews

○ — Mildly affected
◗ — Affected
● — Strongly affected

* Yellow = Strongest cross-sector challenges

of the private sector. It is important to keep in mind that the Assessment Team is representing USAID and asking much of company executives regarding areas of collaboration. It is only natural that some of those interviewed may begin to assume that USAID is ready to partner with them. The text box "Managing Expectations in a Company Interview" on page 19 presents a few common sense tips for managing private sector expectations.

2. Questions to ask and how to organize answers

This Assessment Framework includes a series of industry-oriented questions for the private sector, listed in the table on page 19. These questions should be seen as illustrative rather than binding. Nonetheless, each category of questions is essential for understanding the business challenges and interests that could overlap with USAID's development objectives, thereby providing the foundation for strategic alliance opportunities.

Functional questionnaires designed for company and business association interviews are included as Annex 7a and 7b to this Assessment Framework. The table on page 20 both systematizes the question categories and provides a report template for Assessment Teams to organize the results of each interview. This Framework includes a blank interview summary template in Annex 9a as well as a sample company interview summary from a completed Alliance Assessment in Annex 9b.

3. Identifying company challenges and issues

Ultimately, the type or sector of the particular industry will very much dictate the business interests and challenges in question.

Pharmaceutical companies may be more interested in property rights challenges (leading to Rule of Law alliance possibilities). Extractive industries could be concerned with workforce development challenges. Financial services businesses might be attracted to the potential of reaching new rural areas and markets. Challenges will range widely in nature, as exemplified by the challenges from the Uganda Alliance Assessment report illustrated on page 19.

As assessments in Russia, Uganda, and Bangladesh have shown, many identified challenges may be cross-industry in nature. In Uganda, the assessment highlighted a number of key shared business challenges including poor infrastructure, a lack of technical skills, access to finance, poor enabling environment, and a lack of electricity and power. These challenges affected industry sectors as varied as oil, agriculture, construction, and tourism. The graphic above from the Uganda Alliance Assessment report illustrates the cross-sectoral nature of certain challenges.

Step 9 Outputs

- **Company interview reports completed**
- **A comprehensive list of business challenges, bottlenecks, and issues identified**

STEP 10 – ORGANIZE A FOCUS GROUP MEETING (IF NECESSARY)

In this section, you will learn how a focus group can be used to gather additional information regarding business challenges and issues. Specifically, this section will cover:

- **Deciding whether a focus group will add value to the assessment**
- **How to design and manage an effective focus group**

In certain cases, focus groups provide exceptional opportunities to explore overlapping interests between the private sector and USAID. Focus groups can bring together businesses and organizations that share common concerns or problems, ranging from development-oriented issues to industry-specific challenges. For the Russia assessment, the US Consulate in Yekaterinburg organized an environment-themed roundtable that included large multi-national representatives, local Russian companies that have built business models around environmental issues, and leading local environmental NGOs. The resulting free-flowing discussion led not just to an open appraisal of effective environmental challenges and issues for businesses, but also to talk of how businesses could collaborate to address some of these concerns.

Focus groups can be organized in two thematic directions:

- They can be organized around broad cross-cutting development issues (e.g. environment, health, etc)
- They can highlight particular business sectors to draw out challenges and issues specific to that sector (e.g. tourism, technology, etc.)

Organizing the focus group is the responsibility of the Team Leader in coordination with the Mission.

The following organizational elements should be considered in planning a focus group:

- Identification of invitees, agenda determination, and confirmation of dates
- Sending invitations
- Reserving a location, such as a hotel conference room, and planning for coffee breaks (best done in advance or immediately upon arrival in-country)
- Reserving audiovisual equipment and procuring other supplies such as flipcharts and markers (also best done in advance or immediately upon arrival in-country)
- Preparing presentations and handouts for the workshop
- Meeting with USAID before the workshop to review draft findings and agenda
- Follow-up or thank you notes to participants

For more information on focus groups, please see Annex 12.

Step 10 Outputs

- **Private sector focus group planned and conducted (if relevant to assessment)**

STEP 11 – IDENTIFYING CONCRETE ALLIANCE OPPORTUNITIES

In this section, you will learn how to identify and define strategic alliance opportunities with methodological tools:

1. **First, utilize the alliance screening tool to filter private sector challenges & issues identified through interviews and research into tangible alliance opportunities**
2. **Next, prioritize opportunities by assessing key Mission factors as they relate to identified opportunities**
3. **Having identified and prioritized the key opportunities, they can then be concisely presented using the Alliance Opportunity Template**

The purpose of the alliance opportunity identification section of this Framework is to present key identified potential alliances that the Assessment Team uncovers through the assessment process. The primary goal is to offer USAID Missions a concise overview of potential alliances so that Mission staff can clearly understand how particular alliances will support and enhance existing or new USAID development objectives in a given country or context. In addition, this component of the Multi-Sector Alliance Assessment Framework allows for the Assessment Team to provide USAID managers with critical information about the potential benefits, risks and opportunity costs of building a potential alliance. Further, the step includes a useful tool that can help USAID screen business challenges and issues for the most strategic alliance potential. Lastly, this section should provide some very brief bullet-point recommendations regarding possible next steps for a Mission regarding the opportunities presented. The aim is to present a USAID manager and/or COTR with enough information and analysis in a 1-2 page synopsis that s/he can make an informed decision about whether or not to further develop a given opportunity.

1. Screening for Alliance Opportunities

As a first step in identifying opportunities, ODP/PSA has developed a series of screens for distinguishing the most strategic alliance potential. To be clear, each opportunity is initially generated from the business challenges and/or interests identified within specific industry sectors. Each screen then filters these opportunities according to particular factors and indicators. Screen 1 sifts alliance potential according to *Sector Importance* for the country and economy. Screen 2 then distinguishes the remaining opportunities according to *Severity of the Challenge.* Screen 3 grounds the opportunities that pass through the initial screens opportunities in *Development Impact.* Screen 4 looks at the *Contribution from and Value to USAID.*

It is important to note that an external Alliance Assessment Team will provide analysis of opportunities primarily through the first two screens, though its recommendations will touch on the third screen (i.e. Development Impact). In order to develop alliances, USAID Missions should continue the process by passing each opportunity through the final two screens, namely by firmly evaluating the potential development impact that can be achieved through

partnership and the value for the Mission. A recent white paper by ODP/PSA entitled *(Re)valuing Public-Private Alliances: An Outcome-Based Solution* has identified a range of metrics designed to highlight the value of alliances. These metrics range from those aimed at capturing the value of an alliance to others that measure the effectiveness of the alliance building process itself. The following key screening criteria can help a Mission determine which potential alliances make the most sense *before* it invests resources into their development:

- **Screen 1 – Sector Importance.** Indicators for the first screen include the role the sector plays for the overall economy, such as the percentage of GDP, the number of people employed, the comparative advantage the sector has through trade, and the geographic focus the sector could have.

- **Screen 2 – Severity of Challenge.** These indicators include the prevalence of the challenges in interviews and research (i.e. how often mentioned), the cost the challenge incurs to the industry, and the potential importance an alliance might play in addressing the challenge itself.

- **Screen 3 – Development Impact.** To pass through this filter, a potential alliance should lead to real development impact that might not be achieved with more traditional USAID approaches. In other words, an alliance should address both business challenges and development interests by ultimately resulting in a unique shared outcome. An alliance that results in improving workforce training for a particular industry might address both the business interest of a current labor pool lacking needed skills as well as the development outcome of increased employment and improved livelihoods.

- **Screen 4 – USAID Value and Contributions.** Finally, USAID needs to determine the value of the alliance in terms of a strategic fit in its portfolio and whether USAID brings the appropriate resources to the partnership, which could range from development expertise to convening

Alliance Opportunity Screening

ASSESSMENT FINDINGS

Sector & Challenge Examples

Ag: Electricity
Ag: Infrastructure
Ag: Input Factors
Ag: Access to Finance
Manufacturing: Infrastructure
Manufacturing: Input Factors
Manufacturing: Access to Finance
Manufacturing: Electricity

Screen 1: Sector Importance

Screening Criteria
- % of GDP and Forex
- Government attention
- People employed
- Comparative advantage
- Geographical focus

Ag: Input Factors
Ag: Infrastructure
Ag: Electricity
Ag: Access to Finance

Screen 2: Severity of Challenge

- Prevalence in interviews/press
- Input cost
- Relative cost position
- Need for alliance

Ag: Electricity
Ag: Infrastructure
Ag: Input Factors

MISSION DECISION POINTS

Screen 3: Development Impact

- Expected improvement in metrics
- Sustainability
- Scale level
- Risk level

Ag: Infrastructure
Ag: Input Factors

Screen 4: USAID Contribution

- Strategic focus
- Resources - $, convening power, expertise
- Staff intensity
- Time Horizon

Ag: Input Factors

power and available budget. Moreover, Missions should decide if the requisite resources (such as staff intensity and time needed) outweigh the return on investment (i.e. development impact).

The alliance screening process can be illustrated graphically, as demonstrated with the diagram from the assessment in Uganda at right. Note that the screening process represented here is entirely illustrative and in no way represents USAID's decision-making process for any specific alliance opportunities. To emphasize, any USAID Mission undertaking an Alliance Assessment will need to determine the most strategic opportunities from its perspective by clarifying the development impact it hopes to achieve and the various contributions it can offer for any particular alliance. In short, each individual challenge can be judged as shown on the previous page.

2. Prioritizing Alliance Opportunities

An Alliance Opportunity needs to describe the 'who, what, when, where, how and why' of a potential alliance. In describing an alliance opportunity, however, it is not enough merely to illustrate the opportunity and possible resource partners. Alliances tend to be labor-intensive and often require substantial USAID resource contributions. They also can involve potential risks for USAID. Therefore, it is critical that Mission management understand the tradeoffs regarding the possible development benefits associated with a proposed alliance. The Mission Decision Point and Prioritization tables on the following pages are meant to provide Mission management with a concise overview of key factors so that an informed decision about moving forward with the proposed

Mission Decision Points: Development Impact
Screen 3

Systemic Change refers to whether the alliance has the potential to make a substantial positive impact on the development challenge.

- **Low:** Alliance activities delivers positive results for immediate beneficiaries.

    Example: USAID and ExxonMobil launch a women's micro-credit program in Angola.

- **Medium:** Alliance activities result in positive outcomes for immediate beneficiaries and demonstrable changes in practices/policies and/or behaviors at the local/firm level.

    Example: USAID and ExxonMobil partner to strengthen the capacity of local SMEs to serve as local suppliers to an ExxonMobil operation.

- **High:** Alliance activities result in substantial and demonstrable changes in policies/practices and/or behaviors at the national, industry or sector levels that materially advance USAID development objectives.

    Example: USAID, ExxonMobil , the government of Angola, several other oil firms, and commercial banks partner to create a 'one-stop shop' for SMEs across the country to serve as local suppliers, including access to procurement opportunities, business development services, and financial services.

Sustainability/Replication seeks to define whether activities or impacts of the alliance can be continued after USAID support for the alliance may end. Replication refers to how feasible it is for USAID or private sector partners to reproduce a successful alliance activity in other contexts.

- **Low:** Proposed alliance activities are essentially one-off with no opportunity for sustainability or no easy means to replicate.

- **Medium:** Proposed alliance activities may be supported by other alliance partners after USAID support is completed. The alliance is designed so that it can be easily replicated by USAID or other partners for use in other sectors/regions.

- **High:** Proposed alliance activities create a new market opportunity that attracts significant private investment that will support USAID development objectives.

Scale refers to the breadth of geographic or sector impact that will be achieved through the alliance. For example, an alliance with a financial services firm to deliver mobile banking might have nationwide implications across populations, while an alliance with a coffee company to improve coffee bean quality might be tightly focused both geographically and on impacted populations.

- **Small:** The proposed alliance operates on a local scale in single or small number of communities.

- **Medium:** The proposed alliance operates on a regional or sector-specific scale.

- **Large:** The proposed alliance operates at a national level potentially impacting a sizable proportion of targeted beneficiaries.

Risk refers to both development and reputational risk that USAID may face as a result of the alliance.

- **Low:** The proposed alliance involves companies with which USAID has partnered successfully in the past.

- **Medium:** The proposed alliance is with companies that have not partnered with USAID in the past, but are well-known and regarded in the country.

- **High:** The proposed alliance involves partners involves a substantial USAID financial contribution in partnership with companies in high-risk or controversial industries.

Staff Intensity refers to the level of USAID/Mission staff involvement that may be required to bring an alliance to fruition and oversee its successful implementation.

- **Low:** Alliance can be built and implemented relying mostly on staff performing their current duties or through existing implementing partners.

- **Medium:** Building the alliance will require existing USAID staff focus significant time to build the proposed alliance. Job descriptions and AEFs of affected staff will require adjustment.

- **High:** Building the alliance may require dedicated staff focused on exclusively on building and managing the proposed alliance.

Time Horizon defines the amount of lead-time required to take the proposed alliance opportunity from its present form to the point at which actual alliance activities are underway.

- **Near Term**: The proposed alliance can be built and activities commenced within six months.

- **Medium Term**: The proposed alliance will require 6-12 months to build and commence activities.

- **Long Term**: The proposed alliance will require more than 12 months to build and commence activities.

opportunity can be made.

What follows are several key metrics and measurement factors that may be important to a Mission as it makes a decision regarding an identified opportunity. Factors can include the predicted value that an alliance would add to a particular development objective (i.e. the outcomes resulting from an alliance that could not be achieved with a traditional development intervention). Other decision factors may include the required level of resource investment on the part of the Mission. This list is not meant to be exhaustive. Assessment Teams are encouraged to add/change factors as appropriate to their client's needs. Factors presented here can also be viewed through the prism of the screening process described in the previous section. Each factor is therefore linked to a screen. The first four factors (Systematic Change, Sustainability/ Replication, Scale, and Risk) exemplify elements of Development Impact measured through the incremental value an alliance brings to a development objective, and illustrated as Screen 3. The last two factors (Staff Intensity and Time Horizon) are among the essential

Alliance Opportunity Table Example	
Opportunity	**Oil Revenue Sustainable Development Partnership**
Sector(s)	Oil & Gas
Leading Companies	Kobol Oil, Lombez Oil, other production companies
Development Challenges	Kobol Oil, in partnership with Lombez Oil, has discovered and secured proven reserves of more than 700 million barrels of oil in three drilling blocks in the northwest corner of the country, as well as identifying more than 1.5 billion barrels of potential yet to be explored. Oil production is set to double the country's GDP. Properly managed, oil revenue could be a huge source of investment into major social, economic, and infrastructure development. At the same time, the new sector could cripple the country's progress by feeding corruption, weakening other economic sector competitiveness (i.e. Dutch disease), damaging unique ecosystems and biodiversity, and fueling regional unrest if citizens do not view themselves as real beneficiaries. The operation is located in in the north in a sensitive and restive region still unstable from many years of conflict. Moreover, the project is near very sensitive and uniquely biodiverse ecosystems that could be severely damaged through improper planning.

Business Interest	Kobol and Lombez are keen to ensure real societal benefit from production. Kobol in particular is determined not to feed corruption. It sees partnership with donors and NGOs as a major step in ensuring real development both at the community/regional level and with infrastructure development, a goal it feels is improbable if managed by the government alone. It would like donors to take a leading role in working with the government and oil companies to develop a national strategic plan for oil development and revenues. Once operations go into production, Kobol Oil will be building new communities from scratch in the region and is looking for help in many avenues of sustainable development. Finally, Kobol wants to show its investors and the world that it is a leader the country's development and a champion of its environment.
Potential Private Sector Resources	Funding, access to the President's Office and the Ministry of Energy and Mineral Development, technical expertise.
USAID Resources & Value	Kobol Oil has suggested that donors could play a major role through partnership in overseeing the planning and spending of oil revenue put aside for social, economic, and environmental investments. USAID could play a leading role with other donors to help the government use this valuable new resource as a platform for development, particularly in the north of the country that has long suffered from conflict and neglect. USAID and the US Embassy could take a lead in collectively determining a unitary course of action. Successfully administered, revenue from oil could serve as a basis for long-term development and stability.
Constraints/Risks	Those familiar with development of the oil sector in country have pointed to the potential for corruption and general opaqueness within the government's bureaucracy – particularly the Ministry of Energy and Mineral Development – as the single greatest risk to success. Another major constraint is the intensive role that USAID and the US Embassy would need to play in the development of this partnership. The Norwegian Embassy has taken a leading role in strengthening the government's capacity to manage oil production and revenue, but donors will need to unite and work together in order to leverage needed transparency and guarantee proper social investments.

process metric determinants for Missions in deciding whether or not they should invest in a specific opportunity. Predicting these will ensure that the ultimate generated value of the alliance outweighs the time and effort needed to build and execute it.

3. Presenting Alliance Opportunities in Summary Form

By combining the screening criteria for private sector challenges and the Mission decsion factors listed on the previous pages, USAID can determine a short list of high-value alliance opportunities through the assessment process. The Oil Revenue Sustainable Development alliance opportunity example presented on pages 25 and 26 and its prioritization factors on page 27 exemplify how alliance opportunities can be presented in a concise and actionable manner.

Finally, any opportunity included in an Alliance Assessment should provide clear and actionable recommendation for steps that a Mission can take to begin the process of transforming an opportunity into an alliance. For the opportunity presented on the previous pages, the steps are listed below.

Illustrative Next Steps
- USAID needs to consult with the Embassy to see if it is possible to secure its support in facilitating this partnership.

- Program Office and RAB need to meet with Kobol and Lombez to better define possible priorities, key guiding principles and activities.

- Program Office may want to make contact with the Extractive Industries Transparency Initiative (www.eiti.org) to look for relevant models and support.

Step 11 Outputs
- **Alliance Opportunities identified and screened**
- **Opportunity tables developed and priority factors determined**

Oil Revenue Alliance Priority Table Example

	Priority Factor	Rating	Comments
Screen 3	Systemic Change	High	The alliance could have a tremendous positive impact by creating a transparent and responsive mechanism for ensuring the benefits of oil revenues reach affected stakeholders.
Screen 3	Sustainability/ Replication	High	Because oil revenues are expected to last at least two decades, there is a high degree of sustainability. Moreover, the alliance could serve as a model for other extractive projects in the region.
Screen 3	Scale	Medium	The proposed alliance will reach substantial numbers of beneficiaries in the targeted regions.
Screen 4	Risk	Medium	Kobol Oil and Lombez Oil are relative newcomers to the country and neither has a history of working with USAID or other donors.
Screen 4	Staff Intensity	High	Building this alliance will require substantial staff time as well as a time commitment from USAID and Embassy management at key points.
Screen 4	Time Horizon	Long-Term	While there appears to be considerable interest in this opportunity, it will require significant negotiation with all key partners to define the actual alliance. Moreover, it is likely that USAID may have to procure an implementing partner to support its activities in the alliance.

STEP 12 – PROVIDE INTERNAL RECOMMENDATIONS

In this section you will:

- **See how alliance opportunities may need to be paired with internal management recommendations to the USAID Mission.**

In addition to recommendations and next steps around alliance building opportunities and programming activities, alliance assessments may also provide a USAID Mission with other management and administrative recommendations to support the integration of alliances into its program portfolio or strategic planning process. However, it is important to keep in mind that the Multi-Sector Alliance Assessment Framework is designed as an externally-focused tool; most of the assessment team's time will be spent outside of the Mission. Thus, it may not be possible for the Assessment Team to adequately consult with all internal Mission stakeholders and, therefore, the team needs to exercise care in both the substance of its recommendations and how they are presented to the Mission.

Whenever possible, the Assessment Team should seek to define the scope and focus of additional alliance-oriented recommendations during the development of the scope of work.

Alliance Management

To emphasize, the Alliance Assessment is not meant to focus on internal management issues. Nonetheless, successful alliance building and management requires a substantial investment of time over an extended period to identify partners, build trust, negotiate the parameters of a partnership, address contracting/procurement concerns, etc. Most USAID Missions are extremely short-staffed and the staff time required to build and manage alliances can appear to be an insurmountable barrier. When making recommendations it is important to bear the following in mind:

- Given the time intensity involved, USAID staff should focus alliance building efforts only on those highly strategic opportunities where partnership with the private sector can substantively improve the effectiveness, sustainability, reach or scope of a development impact. Smaller, less strategic opportunities are often better left to implementing partners with streamlined approvals processes.

- Successful alliance managers delegate significant work responsibilities to implementing partners, while maintaining a strategic role in the relationship with private sector resource partners.

- USAID Missions can embed alliance strategies into solicitations. The Tools for Alliance-Builders guidebook has language that is approved by the General Counsel's office and has been successfully utilized by Missions around the world.

- Successful alliance building requires the active engagement of contracting staff and, frequently, the Regional Legal Advisors (RLA). In making management recommendations, it is important to understand the concerns these teams may have regarding alliance building.

- Alliance building should not be treated as an extracurricular exercise. Whenever possible, responsibilities regarding alliances should be reflected in job descriptions and AEFs (performance evaluations).

- Staff skills are as important as staff function. Successful alliance builders typically have strong business and networking skills.

In terms of alliance management structures, there is no one-size-fits-all solution as the size of Missions varies greatly as the does the intensity of focus on alliances. The table below lists some of the management structures used by USAID Missions around the world:

It is important to note that these structures are not mutually exclusive and Missions may choose to mix and match the different structures to suit their needs.

Follow-on Support

In addition to making recommendations regarding alliance management, structure and staffing, the Assessment Team may want to provide input regarding follow-on to support the advancement of the opportunities and findings. Here are some of the resources available to Missions for additional support:

- **Regional Alliance Builders (RABs).** USAID has Regional Alliance Builders based in most regions of the world. These alliance building specialists can provide follow-on support for private sector engagement, MOU preparation, training, and due diligence support.

- **Office of Development Partners (ODP/PSA).** ODP/PSA has regional backstops and technical specialists who can be available to provide follow-on training, technical guidance and support. In addition, ODP/PSA has a wealth of learning materials, due diligence reports and other resources for Missions.

- **GDA Support Services IQC.** The GDA Support Services IQC enables Missions to access technical and training support for alliance development and management. IQC

Alliance Management Options		
	Alliance Builder/ APS	Embedded Alliances	Alliance Builder with Specialized Contract Vehicle
Description	An alliance-builder(s), usually in the program office is charged with outreach. Alliance opportunities are developed relying on the GDA APS.	A Mission can embed alliance building strategies into RFPs, thus, pushing implementing partners to take the lead in building and managing alliances with partners in support of their projects.	An alliance builder in the Mission also serves as COTR for a specialized project designed to implement alliances identified and developed by the Mission-based alliance-builder.
Strengths	Enables the Mission to develop its own strategic relationships with private sector companies. Allows for cross-cutting alliances.	Structure works well in smaller Missions w/o dedicated alliance building staff. Reduces management burden inside the Mission.	Allows for responsive alliance building across sectors. Keeps the strategic element of the alliance relationship inside the Mission, while outsourcing the administration to an implementing partner.
Weaknesses	There can be a disconnect between the relationships the alliance-builder forges and the actual submissions received under the APS, particularly if the APS is used essentially as an RFA and attracts traditional USAID implementing partners.	Outsources much of the relationship to implementers. Also, because the structure relies on implementing partners, there will be a natural tendency to focus on single sector alliances. Cross-cutting opportunities may be missed.	This is a new approach that has been used in only a few Missions, including USAID/ Guatemala and USAID/Nigeria. It creates a new 'management unit' within the Mission. Could be expensive to implement.

holders are small businesses and, therefore, support Agency-wide small business contracting goals. These firms have standing task orders with ODP/PSA, which Missions can 'buy' into quickly and easily.

Step 12 Outputs

- **List of other alliance-oriented recommendations (if requested)**

STEP 13 – MISSION DEBRIEFING

In this section you will:

- **See how to organize an effective presentation of assessment finding to the USAID Mission**

The Mission may well request a debriefing meeting after fieldwork is completed. In addition, USAID's technical and regional offices in Washington may request a second debriefing upon return. Assessment Teams should plan and budget accordingly. This Framework contains a sample outline of a debriefing presentation, included as Annex 13.

Even if a debriefing is not requested by the Mission, the Assessment Team should prepare a list of concrete steps to be included in the Assessment and possibly handed off as a separate memo while the team is still in country. These steps should be oriented around assisting Mission staff to operationalize the assessment findings and 'kick-starting' the alliance building process.

Step 13 Outputs

- **Debriefing presentation prepared and delivered (if requested)**
- **Set of actionable next steps for Mission prepared**

STEP 14 – PREPARE THE ASSESSMENT REPORT

In this section:

- **Prepare and revise the assessment report for USAID**

Assessment Team members should start drafting their findings early, during the research phase and fieldwork. Ultimately the team leader should determine initial writing roles and responsibilities within the team. Nonetheless, the Lead Writer will take the lead in draftng and assembling the report will oversee team contributions. Team members will need to agree on a timeline and approach for finalizing and disseminating the report, in consultation with USAID. Typically, a draft report should be completed within one week to ten days after completion of the report. After Mission review and comments are provided to the Assessment Team, up to one workweek may be necessary for revisions.

Step 14 Outputs

- **Draft assessment report to Mission**
- **Final report based on Mission comments**

VII. TIMING OF ALLIANCE ASSESSMENTS

No two alliance assessments will look alike. Given the stated flexibility of the methodology within this Framework, an assessment can be applied to a number of different Mission, programming, and geographic contexts. Nonetheless, it is possible to make a number of assumptions about the required steps and minimum time required for the various phases and elements involved in an alliance assessment. Many of these assumptions are based on the research and fieldwork that were involved in the assessments in Russia, Uganda, and Bangladesh. The following is a basic timeline for an individual alliance assessment.

Prior to Arrival and Deskwork (4 weeks)

Note: The time needed prior to departure will depend on a number of factors including the size and scale of the assessment and the country in question. Research and planning will require more time in larger Missions with more complex and diverse private sectors and country contexts, such as Russia.

Four weeks before arrival
- Initiate AMIA research
- Contact Mission staff and RAB to get background documents and recommendations for meetings. Information needed: company name, contact name and coordinates (if known) and reason for making recommendation to meet with the company
- Contact Mission staff to schedule meetings with technical teams and implementers

Three weeks before arrival
- Complete AMIA research and initial identification of companies
- Receive input from USAID Mission staff and RAB on recommendation for meetings
- USAID provides schedule for key informant meetings with Mission staff and implementers
- Develop initial list of target companies based on AMIA and USAID recommendation

Two weeks before arrival
- Logistics Coordinator makes contacts and schedules meetings with private sector and business associations

One week before arrival
- Meetings for key informant interviews and 3-5 days of private sector interviews are scheduled

Arrival and Time In-Country (10-14½ days)

Note: The time needed in-country is most dependent on two factors 1) the number of private sector interviews (see below) and 2) the amount of advance scheduling that is conducted. The estimates below assume that the advance schedule (above) has been met. The less advance scheduling that is able to be conducted, the more time in country will be needed by the team.

Key Informant Interviews: Mission and Implementer Staff (3 – 4 days)
- 1- 1 ½ days for meetings with USAID Mission staff
- 1 day for meeting with USAID implementing partners
- 1- 1 ½ days for business association meetings, think tanks, other donors as relevant

Key Informant Interviews: Private Sector Representatives (5 – 8 days)
Considerations for number of days: size of the country and if meetings will take place only in the capital or there will be travel to regions, size of the private sector, number of sectors to be interviewed, number of meetings that can be conducted in one day.

Focus Group (½ – 1 day)
A focus group will take ½ day, so total time is dependent on the number of focus groups conducted.

Mission Debriefing (1½ days)
- ½ - 1 day for analysis and preparation
- ½ day for Mission debriefing (Note: while the debriefing itself is only ½ day, the scheduling of the de-brief effectively removes one day from the schedule)

After Return and Fieldwork (3-4 weeks)

Note: The time needed after fieldwork will depend on a number of factors including the size and scale of the assessment. In addition, the completion time of the assessment report will vary depending on the response time of the USAID Mission.

Two Weeks after Fieldwork
- Submission of draft alliance assessment report

Two weeks after draft report submission
- Comments from USAID Mission

One week after receipt of comments
- Submission of final alliance assessment report

ENDNOTES

[1]   Bureau for Policy and Program Coordination, USAID, *Assessment of USAID's Global Development Alliances in the Bureau for Asia and the Near East,* April, 2005, p 7.

[2]   Gerald F. Hyman , *Conducting a DG Assessment: A Framework for Strategy Development*, Technical Publication Series, Washington, DC, November 2000, p 4.

[3]   Earmarks are Congressionally-mandated provisions that direct approved funds to be spent on specific projects.

[4]   A SWOT analysis is a strategic planning approach used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves analyzing the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. For more information, see http://en.wikipedia.org/wiki/SWOT_analysis

ANNEXES

Assessment Stages	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Step 1 – Identify the priorities and constraints of the Mission	▓											
Step 2 – Agree on a scope of work	▓	▓										
Step 3 – Prepare an assessment budget		▓										
Step 4 – Assemble an Assessment Team		▓	▓									
Step 5 – Conduct background research			▓	▓								
Step 6 – Analyze business sector and identify companies				▓	▓	▓						
Step 7 – Schedule and conduct a team planning meeting				▓	▓	▓						
Step 8 – Prepare a contact list and schedule meetings						▓	▓	▓				
Step 9 – Interview key informants								▓	▓	▓		
Step 10 – Organize a focus group								▓	▓	▓		
Step 11 – Identify concrete alliance opportunities										▓		
Step 12 – Provide other alliance oriented recommendations										▓		
Step 13 – Identify concrete next steps & debriefing Mission										▓		
Step 14 – Prepare assessment report										▓	▓	▓

The following scope of work was drafted for the Uganda Alliance Assessment, conducted in January 2010.

USAID/UGANDA GLOBAL DEVELOPMENT ALLIANCE ASSESSMENT SCOPE OF WORK

In May 2009, USAID/Global Development Alliance (GDA) awarded Task Order Implementation Letter #5 under Contact # REE-I-00-07-00027-00 to SSG Advisors to develop a GDA Assessment Methodology and Framework. The Draft Assessment Methodology and Framework was submitted to GDA in August and revised in September 2009. The next stage is the conduct of pilot assessments to test and refine the draft assessment methodology. For the period December 2009 through January 2010, pilot GDA assessments will be conducted for the USAID Missions in Russia, Uganda, and Bangladesh. The two-fold objective for the pilot GDA assessments is to develop uniform strategy and approach to GDA across the Mission priority program areas and to use the real-time experience of the assessment to improve the concept and procedures of the draft assessment methodology.

UGANDA GDA ASSESSMENT BACKGROUND

In June of 2006, the USAID/Uganda released the Strategy Statement (Planning Document), which covered programs to be completed by FY2009 to FY2010. At that time Uganda was termed a transformational development country with significant elements of fragility. The Mission's strategy addressed the Operational Goals in the USAID Strategic Framework for Africa, both transformational development (TD) and fragile (F). The Operational Goals were:

Goal 1: Foster a healthier, better educated, and more productive population (TD)
Goal 2: Increase the effectiveness of African institutions in promoting a vibrant private sector and democratic governance (TD)
Goal 3: Avert and resolve conflict (F)
Goal 4: Manage crises and promote stability, recovery and democratic reform (F)

Since 2001, USAID/Uganda has participated in 14 GDA Partnerships that are now concluded. A recent GDA Partnership completed in 2009 was Cotton Sector GDA – Dunavant Uganda

Ltd. Two GDA Partnerships are currently active and include:

- Dairy Sector GDA – Heifer Project International (2007 through 2011)
- Health Initiatives for the Private Sector (HIPS, 2008 through 2010)

In an effort to gather data that will serve as the basis for the development of future implementation plans that incorporate Global Development Alliances as an important component, the Mission, under the SSG GDA Task Order, will undertake an assessment of GDA potential and opportunities. An overall approach and strategy for GDA will be developed across selected program areas. The findings of the assessment can contribute to the development of Mission-wide strategy for 2011 onwards for the substantive engagement of GDA alliances to accomplish Mission objectives.

GDA ASSESSMENT PURPOSE

The principal focus of the assessment shall be the development of a Mission approach to GDA across the priority program areas. A priority target for the assessment are special initiatives such as the President's Emergency Plan For AIDS Relief (PEPFAR) and the Global Food Security and Agricultural Response (GDSR). Other emerging sectors to be addressed are information communication technology and oil and gas industries. Strategic Objectives and program areas for review and inclusion in the GDA Assessment will be determined following initial Mission discussions with the Assessment Team.

The assessment will:

(1) Analyze the interests, challenges, and issues facing the private sector and other potential alliance partners in order to determine areas for collaboration and partnership;

(2) Assist the Mission in the formulation of GDA ideas regarding future support to economic and social development. In this regard, the Assessment Team will provide the Mission with a better understanding of the current overall environment for the development of GDA alliances, the sustainability of current GDA efforts, and recommendations for future GDA interventions;

(3) Examine:
  - Market inefficiencies that exist and opportunities for resolving those inefficiencies through private sector collaboration;

- Existing private sector industries that are thriving and/or are open to collaboration;

- Opportunities for scaling private sector activity through collaboration;

- Market inefficiencies that exist and opportunities for resolving those inefficiencies through private sector collaboration;

- Other donor collaboration with the private sector, and the extent to which present USAID interventions overlap. Where synergies exist with other donors and opportunities for collaboration proposed;

- Scenario planning, that is, the probability of the need to expand key programs as well as assure sustainability of key activities that are ending;

- Opportunities may exist to engage in sectors not currently engaged in a GDA alliance.

The assessment analysis is intended to inform future program plans for the Mission and will form the basis for the inclusion of partnerships in the Mission strategy for 2011 and beyond.

GDA ASSESSMENT METHODOLOGY

In addition to reviewing relevant documentation provided by the Mission, the Assessment Team is expected to use stakeholder (group and individual) meetings as a means of gathering data. The assessment will be conducted consistent with current USAID assessment guidelines. Rapid Appraisal techniques (e.g. key informant interviews, site observations, mini-surveys) may also be appropriate for conducting the Assessment. However, the Assessment Team will develop an appropriate methodology and work plan/schedule to address the scope of work.

Prior to the field visit, the Mission will provide the Assessment Team with pertinent background documentation. On arrival in country, an initial briefing will be held with USAID staff and a work plan will then be presented for the information collection, assessment analysis, report, briefings, and follow-up. A draft GDA Assessment Report will be submitted prior to departure from Post. The Assessment Team will work closely with, and receive direction from the relevant SO teams.

Mission Assistance to the GDA Assessment Team

The Mission will provide reports and other background materials appropriate to the GDA Assessment. The Assessment Team shall be required to provide all logistical arrangements such as office space, international travel, accommodations in the field, interpreting, and secretarial and other services. SSG will be responsible for arranging local transportation for the Assessment Team. Travel may be required within selected regions to review GDA programs, activities and opportunities, and interview stakeholders and beneficiaries.

Detailed schedules for site visits and interviews will be developed by the Assessment Team in consultation with USAID/Uganda. Logistical issues to be resolved, among others, include the number of sites to be visited, host partner institutions to be interviewed, and timing of visits to regional locations. The Mission and some implementing partners may assist in scheduling meetings and site visits. Names and locations for key individuals to be interviewed will be provided by USAID/Uganda. Chief among them are the USAID Mission Director, Program Officer, and Program Team members.

Since a purpose of the Uganda GDA Assessment is to improve the draft Assessment Methodology and Framework as developed by SSG, Mission personnel will provide suggestions and recommendations on the assessment process, procedures, and team makeup and structure.

GDA Assessment Questions

The Assessment Team will address, among others, the following issues and questions:

External (Private Sector) Questions:

a) What are the major business sectors that show potential for growth and investment in the next 3-5 years?

b) Do any of these sectors face barriers or challenges? If so, what are they?

c) What are the particular business challenges/concerns that the private sector would like help in addressing, particularly with regard to scale and sustainability? What CSR issues are important to companies and can USAID help companies address those issues?

d) What resources (investment, technology, expertise, etc.) might the private sector bring to bear in addressing these development challenges/concerns? What resources could USAID bring to bear?

e) What are major potential private sector partners for USAID going forward in building alliances and why?

f) Within the private sector, what are the major multinational potential partners and why? Which ones has the Mission already contacted and what is the status of the relationship and plans for future work?

g) Within the private sector, what are the major Ugandan potential partners and why?

h) What are the key areas of overlap between the key issues and concerns raised in private sector interviews and dialogue and USAID priority and potential programming?

i) What are the major constraints currently inhibiting engagement with identified potential partners if any, and why?

j) What is the experience of identified businesses in addressing development issues or engaging in corporate social responsibility, particularly in regard to those development objectives already identified by USAID?

k) What GDA interventions are most critical and/or have been effective in achieving program objectives and intermediate results? What improvements can be made in GDA implementation in order to enhance better results?

l) What are the major constraints currently inhibiting expansion of GDA and what are the major opportunities for expansion of GDA activities? What was the program teams' experience in taking advantage of opportunities?

m) What is their primary source of information concerning business practices and GDA opportunities?

n) Can existing GDA activities achieve sustainability? Will alliances retain the necessary local organization equipped with institutional, operational and financial capacity to carry on the work?

o) What can be done to increase GDA sustainability?

p) On which sectors and/or companies (that may or may not be in target sectors) should the Mission focus?

The Assessment Team will also collect information to improve the draft assessment methodology.

GDA Assessment Deliverables

The Assessment Team shall submit a detailed work plan along with the schedule of field work specifying how the information will be collected, organized, and analyzed to meet the information needs specified in the GDA Assessment scope of work not later than two days after arrival in country.

Upon the completion of the field work and one working day before departure, the team will brief the Mission staff and submit a draft GDA Assessment Report. The Mission will provide comments and suggestions within two weeks after receiving the draft. The Final Report (5 bound copies and an electronic version in PDF format) will be provided to the Mission within two weeks after receipt of written Mission comments and requests for Report clarifications.

In addition, a copy of the final report will be submitted to:

United States Agency for International Development
Global Development Alliances Office of Development Partners
and appropriate USAID Operating Units for reporting
Ronald Reagan Building
Washington, DC 20523

The body of the Assessment Report should not exceed 25 pages. There is no limit on the pages required for annexes (e.g. bibliography, work plan, list of interviews). To ensure that the assessment findings, conclusions, and recommendations are presented in a way that is useful for the Mission personnel and program implementers, the following outline is recommended:

• Executive summary not to exceed four pages in length composed of findings, a brief methodology statement, conclusions and key recommendations for evaluated GDA efforts and for an overall Mission approach to GDA and identified opportunities;

• Assessment introduction and background section;

• Brief description of GDA alliances;

• Discussion of SOW questions by applying the following format (findings, conclusions and recommendations).

The report will also include findings and recommendations on priorities for further assistance/activities in the GDA areas of opportunity. Improvements and possible synergies that can be achieved in USAID's programs supporting GDA development should be addressed. A discussion of lessons learned and best practices should be captured for consideration in the implementation of future GDA activities. In summary the GDA Assessment Report will include:

• A technical evaluation and program status assessment highlighting GDA program achievements to date;

• Lessons Learned and best practices which will serve to strengthen future GDA program planning;

• Recommendations that can be utilized to make well-informed strategic decisions about future GDA program planning, to include:

  • Actionable alliance opportunities
  • Country context
  • U.S. foreign policy and foreign assistance goals
  • Situation analysis/problem statement (gaps, challenges and opportunities)
  • Critical assumptions
  • Five year program targets and recommended indicators
  • Sectoral impact
  • GDA funding scenarios as appropriate
  • Action Plan

GDA ASSESSMENT TEAM STRUCTURE

The GDA Assessment Team will consist of up to seven persons: SSG personnel (Assessment Team Leader and a GDA Specialist), USAID/Washington GDA Specialist or Specialists, USAID Regional Alliance Builder, and two Research Associates (Harvard Business School students). A Mission-designated staff person will serve as the CTO and prime contact for the Assessment Team. Additionally, and depending upon Mission work requirements, the CTO or other Mission staff person will be assigned to the Assessment Team on a potentially full-time basis during the field visit. SSG personnel will have the following qualifications and responsibilities:

Assessment Team Leader

The SSG Assessment Team Leader is Leo T. Surla, Jr. and his resume is attached. The background requirements and the assessment responsibilities for the Team Leader are as follows:

- Education: A master's degree or equivalent in business administration, economics, international development, or finance;

- Extensive experience in analyzing international development programming;

- Prior experience in leading USAID sector assessment, evaluation, and design teams;

- Interpersonal, leadership, and management skills;

- Excellent presentation and writing skills.

The Team Leader's principal responsibilities:

- Maintain contact with the Program Office, technical offices, and designated CTO and other Mission personnel;

- Guide the Assessment Team on procedures for information collection and analyses for developing assessment findings, conclusions, and recommendations;

- Conduct and Lead interviews with the private sector;

- Lead one of the two sub-teams to include SSG, USAID, and HBS members;

- Prepare draft Uganda GDA Assessment Report;

- Conduct the briefing to Mission personnel on findings and recommendations;

- Prepare and submit a final report to the Mission within 10 working days following the receipt of comments from the Mission on the draft report.

Contractor GDA Specialist

The SSG GDA Specialist is Thomas Buck and his resume is attached. The Contractor GDA Specialist background requirements and principal responsibilities are as follows:

- Education: A master's degree or equivalent in business administration, economics, international development, or finance;

- Experience in developing GDA alliances;

- Experience in conducting trainings and briefings on GDA development methods and concepts;

- Prior experience in participating USAID studies and activities regarding GDA alliance development;

- Interpersonal, leadership, and management skills;

- Excellent presentation and writing skills.

The GDA Specialist's principal responsibilities:

- Brief Mission personnel, as appropriate, as to GDA objectives and approaches for developing alliances;

- Conduct and Lead interviews with the private sector;

- Lead one of the two sub-teams to include SSG, USAID, and HBS members;

- Recommend stakeholder and business community interviews for GDA Assessment data collection;

- Apply GDA opportunity mapping and other analyses for assessing and identifying alliance possibilities;

- Participate in Mission Assessment Report preparation, final Mission briefing on findings and recommendations, and Final Assessment Report revision and refinement.

GDA ASSESSMENT SCHEDULE

The preparation for the pilot assessments began in the Fall of 2009. In December, scheduling and participation on the Bangladesh and Uganda Assessment Teams were addressed. A joint Assessment Team Planning Retreat is scheduled to be held in Washington, DC on January 6 and 7, 2010. Teams departure for Uganda and Bangladesh is expected on or about January 10 depending upon the scheduling requirements of Mission personnel. The duration of the field work is estimated to be approximately four weeks. The revision of the draft GDA Assessment Report is due within two weeks following receipt of Mission comments and requests for draft report clarifications.

ANNEX 3 – ASSESSMENT BUDGET TEMPLATE

The assessment budget template below tracks the common expenses and units for a one-country assessment. Regional assessments and sector specific assignments would vary depending on the required scale.

Item		Rate	Units/Days	Total
Labor				
STTA	Team Leader		22	
STTA	Lead Writer		26	
STTA	Alliance Advisor		22	
Home Office	Project Manager		10	
Home Office	Research Specialist		15	
CCN	Logistics Coordinator		18	
Direct Costs				
Pre-assessment Retreat				
RT Airfare	Domestic		Dependent on location	
Conference Space	2 days		2	
Lodging	2 nights		10	
Per Diem	2 days		10	
Coffee Service	4 services		4	
Communication	printing		1	
Assessment				
RT Airfare	Origin/Destination		3	
Per diem	15 days		45	
Lodging	15 days		45	
Transit Hotel	2 days		6	
Focus Group	Space rental and refreshments		1	
Communication			3	
Printing			1	
Local Travel	Car service and regional flights		1	
Supplies				
Medevac			45	
DBA			45	
Visas			3	

Templates are available electronically as a Microsoft Word documents on the USAID website.

ANNEX 4 – TEAM MEMBER JOB DESCRIPTIONS

Annex 4a - Team Leader

_____ seeks a Senior Team Leader for a three-week field assessment in _____ that will take place from _____ to _____. The primary responsibilities of the Team Leader include: overseeing the application of the Alliance Assessment Framework in assessing the future potential for public-private alliances with USAID in _____. In doing so, the Team Leader will oversee a team of ____ consultants and ____ USAID representatives. The Team Leader will be responsible for developing an outline of the Assessment Structure.   The Assessment Structure will draw from both the Alliance Assessment Framework's sample report structure but the Team Leader will use discretion in designing a format and structure that is applicable to the local context.

Several days prior to departure for _____, the Team Leader will travel to Washington, DC to participate in a retreat/meeting involving all US-based team members. The Team Leader will then travel with the Assessment Team and spend up to fifteen (15) workdays in the field (not including travel or Sundays).

For this scope of work, the contractor will complete the following tasks:

- To prepare for the Assessment, the Team Leader will review all available documents, including the Assessment SOW, the Alliance Assessment Framework, all assessment research completed by the Project Manager (including the AMIA and business sector matrices), and major USAID/_____ program materials as recommended by the USAID/_____ Alliance Assessment point person and team member.

- Once USAID/_____ has approved the SOW, the Team Leader will draft a detailed work plan along with the schedule of fieldwork specifying how information will be collected, organized, and analyzed.

- The Team Leader will lead an in-country assessment team.

- The Team Leader will present a draft of the final report and assessment conclusion to the USAID Mission on the final workday of the in-country assessment.

- The senior team leader will prepare, in conjunction with the lead writer, a final GDA Assessment report.

The team leader is expected to provide vision, direction, leadership and management of the team.
Proposed candidates must fulfill the following minimum attributes and qualifications:

- Minimum of ten years of senior level project management and/or technical assistance experience;
- A Master's Degree in business or international development, public policy or a related area or equivalent experience;
- Demonstrated management, leadership and interpersonal skills;
- Strong writing and oral presentation skills;
- Experience with public-private partnerships, preferably in the development arena;
- A track record of collaboration with private sector partners;
- Demonstrated assessment experience; and
- Clear understanding of USAID Mission operations, programming and strategic planning.

Interested candidates should send a resume, cover letter and recent writing sample to _____.

Annex 4b – Lead Writer

_____ seeks a Lead Writer for a three-week field assessment in _____ that will take place from _____ to _____. The primary responsibilities of the Lead Writer will be writing and compiling the Assessment for _____. Although not the overall Team Leader, the Lead Writer will lead the writing process and the compilation of the Assessment Report from elements written or produced by other team members. The Lead Writer will work with the team to develop an outline of the Assessment Structure. The Assessment Structure will draw from the Assessment report structure suggested in the Assessment Framework, but the Team Leader will ultimately be responsible for the final format and structure.

Several days prior to departure for _____, the Lead Writer will travel to _____ to participate in a retreat/meeting involving all US-based team members from the Assessments. The Lead Writer will then travel with the Assessment Team and spend up to fifteen (15) workdays in the field (not including travel or Sundays). Though the Lead Writer will participate in assessment in interviews as required by the Team Leader, the Lead Writers primary responsibility in the field will be the compilation of the assessment report, a draft of which will be presented to the USAID Mission prior to the Lead Writer's return. After returning, and after all comments have been received by report draft reviewers, the Lead Writer will have four (4) workdays to complete the assessment report.

The Lead Writer will complete the following tasks:

- Lead the writing process for the Alliance Assessment;
- Participate in an organized retreat in _____;
- Participate in Alliance Assessment interviews with businesses, agencies, and other private and public institutions as determined by the Assessment Team in collaboration with the USAID Mission in _____;
- Compile and adapt all materials and sections written by other Team members as determined by the Assessment Team Leader;
- Prepare a rough draft of the Alliance Assessment to be presented to USAID/_____ prior to return to the US;
- Finalize Assessment following input from USAID/_____, Assessment Team Members, and other possible reviewers of draft report. The Lead Writer will have four additional workdays to complete the report.

The ideal candidate will have the following qualifications:

- Masters degree and _____ years of experience or Bachelors degree in English, Journalism, Communications, English, Education, International Relations or in a relevant field with _____ years of experience of work that supports the position;
- Prior senior-level experience in media, communications, and/or public relations preferred;
- Experience working in diverse/overseas environments preferred;
- _____ years experience working as a reporter, translator, teacher, analyst, editor, or technical writer preferred;
- Possess excellent written and oral communication skills in English and _____;
- Skilled in the use of MS Office suite of programs (required), Web applications (preferred), and desktop publishing applications (preferred);
- Previous experience working on development projects, especially assessments preferred;
- Understanding of both business and development environments preferred;
- Strong planning, organization and time management skills;
- Required fluency in oral and written _____ and English, and ability to communicate effectively.

Interested candidates should send a resume, cover letter and recent writing sample to _____.

Annex 4c – Logistics Coordinator

_____ seeks a Logistics Coordinator for a three-week field assessment in _____ that will take place from _____ to _____. The primary responsibilities of the Logistics Coordinator will be to organize meetings with key businesses and companies, plan meeting and daily schedules, and arrange overall travel and other logistics for the Assessment Team. The Assessment Team will provide the Coordinator with many names of private sector companies and other contacts with which it desires to meet. The Coordinator may also provide names of companies and contacts based on their own experience. The Logistics Coordinator will be responsible for setting all appointments. Overall tasks will include:

- Organizing meetings with local and international business representatives;
- Planning and keeping track of Assessment Team scheduling;
- Arranging local transportation as needed.

The ideal candidate will have the following qualifications:

- Solid network of local business contacts;
- Excellent understanding of the local business context;
- Bachelors Degree;
- Ability to work flexible hours including evenings;
- Comprehensive English language skills;
- Ability to interpret if needed.

Interested candidates should send a resume, cover letter and recent writing sample to _____.

Annex 4d – Project Manager

_____ is seeking a short-term Project Manager (PM) to coordinate an Alliance Assessment for the USAID/_____ Mission. In advance of fieldwork, the Project Manager will work with SSG staff to oversee the following key tasks:

1. Prepare scopes of work, background documents, and the like.
2. Assist in selecting the Assessment Team.
3. Prepare the assessment project checklist and budget.
4. Manage preparations, including interfacing with USAID regarding logistics for the team and planning travel.
5. Organize team planning meeting(s).
6. Work with the Assessment Team to obtain reports and other data sources required in advance and extract specified information.
7. Hire a locally based Logistics Coordinator (if needed).
8. Provide guidance on general work protocols for the team, including regular daily working hours (start, lunch, end), holidays, introductions, and language.
9. Establish protocols for interview note-taking, sharing notes among team members.

The ideal candidate will have five to seven years experience in project management, preferably with work experience in USAID, and consulting firms. The candidate will be a US citizen and should have an MBA or MPA education background. Demonstrated knowledge of Public-Private Partnerships is required and GDA experience is preferred. The position requires outstanding organizational skills, strong communications skills and an ability to manage multiple tasks simultaneously to stringent deadlines. The initial appointment period is for three months in _____ with possibilities for full-time employment pending the successful completion of initial assignment.

ANNEX 5 – SAMPLE AGENDA FOR TEAM PLANNING MEETING

DRAFT AGENDA Assessment Team Planning & Orientation	
Day 1	
Wednesday Afternoon **Welcome and Retreat Orientation**	*30 minutes* 1:30- 2:00
Session 1 **Background on USAID Alliance Sector Assessment Requirement:** 　•　Introduction 　•　Contributions from _____	*30 minutes* 2:00 – 2:30
Session 2 **Retreat Purpose and Overall Assessment Objectives**	*30 minutes* 2:30 – 3:00
Session 3 **Individual Team Member Goals and Perspectives for the Assessment Process**	*30 minutes* 3:00 – 3:30
Coffee Break	*15 minutes*
Session 4 **GDA Sector Assessment Methodology and Framework**	*1.25 hours* 3:45-5:00
Session 5 **Team Logistics** (Travel Arrangements as Necessary and Schedule Review)	*30 minutes* 5:00 – 5:30
Evening **Dinner**	*2 hours* 6:00 – 7:30 PM

Day 2	**43**
Morning Coffee and Doughnuts	*8:00 – 9:00*
Session 1 **RAB Conference Call, Include RABs in Retreat as appropriate**	*30 minutes* 8:30 – 9:00
Session 2 **Country _____ Assessment Experience, Lessons Learned, Presentation**	*1 hour* 9:00 – 10:00
Coffee Break	*15 minutes*
Session 3 **Country _____ Assessment Experience, Lessons Learned, Presentation**	*1 ½ hours* 10:15-Noon
Working Lunch (Miscellaneous Discussions)	*1 hour*
Session 4 **Training Outline/Schedule**	*1 hour* 1:00 – 2:00
Session 5a **Assessment Planning**	*30 minutes* 2:00 – 2:30
Session 5b **Assessment Planning** • Mission Ownership/Brainstorming	30 minutes 2:30 – 3:00
Coffee Break	15 minutes
Session 6 **Team Breakout Sessions: Logistics, Roles/Responsibilities** • Travel in field, special communication needs, interpreter, data collection • Establish Group/Individual Roles (include representational roles) • Teamwork discussions, work styles, leadership	2 hours 3:15 – 5:15
Session 7 **Group Discussion, Wind-Up** • Team Communications, Assessment of Retreat, other needs	end 6:00

The following letter is an example of a letter from the USAID Mission sponsoring an assessment that can be used to approach the private sector for interviews. In many countries, this type of letter can be very helpful for attracting attention and opening doors.

USAID | BANGLADESH
FROM THE AMERICAN PEOPLE

December 30, 2009

Dear Colleagues,

As you may know, the U.S. Agency for International Development (USAID) has been cooperating with the government and people of Bangladesh since its independence in 1971 in the areas of health, governance, economic growth, food security, and disaster preparedness and response. USAID/Bangladesh has incorporated public private partnerships (called Global Development Alliances, or GDAs) as a key element in its development portfolio. USAID has implemented at least 8 alliances leveraging over $17 million for programs throughout Bangladesh and across numerous development objectives.

USAID/Bangladesh recently commissioned an assessment of new opportunities for alliances with the private sector, and has hired the consulting company, SSG Advisors, to carry out this work in collaboration with USAID staff. The principal focus of the assessment shall be the development of an approach for USAID to engage the private sector for GDA development across potential program areas. As a core element of this approach, the assessment will carefully analyze the interests, challenges, and issues facing the private sector in order to determine potential areas of collaboration and partnership. In focusing on the business community in Bangladesh, the Assessment Team shall also strive to identify major opportunities for *new* partnerships and alliances with the private sector. The results of the assessment will contribute to the development of USAID/Bangladesh's efforts to strengthen collaboration with the private sector in achieving common goals.

Between January 10-21, Ms. Barbara Felitti and Ms. Susan Ross of SSG Advisors, and other members of the assessment team, will be meeting with members of the business community in Dhaka and Chittagong. They plan to meet with representatives of multinational, national, and regional corporations, as well as chambers of commerce and other business associations.

If agreeable to you, the assessment team would like to meet with a representative of your company to learn more about your company and explore potential areas of collaboration. We will contact you in the next few days and arrange a mutually convenient time for a meeting.
Thank you for your participation in this endeavor.

Sincerely,

Denise Rollins
Mission Director

U.S. Agency for International Development
U.S. Embassy   Tel: (880-2) 885-5500
Madani Avenue, Baridhara   Fax: (880-2) 882-3648
Dhaka-1212, Bangladesh   www.usaid.gov/bd

ANNEX 7 – SAMPLE QUESTIONNAIRES

The following questionnaires can be used both to prepare for and conduct interviews both with companies and with business associations.

Part 1 - Preparation questions/discussion for before the meeting:

1. **Operational Details**
   - What is the industry/business sector?

   - Where does the company operate?

   - Does the company have a regional focus?

   - How long has the company been in operation (in the country)?

   - What are its annual sales/revenue?

   - How many people does the company employ?

   - What is the projected employment going forward?

   - If there is an operational life cycle involved (i.e. mining, gas and oil), at what point in that cycle does the company find itself?

   - How long is the company expected to be in a country/market/operational life cycle?

2. **CSR**
   - Does the company have a CSR philosophy and/or developed policy?

- Does the company have any identified areas for CSR/philanthropy?

3. Engagement with USAID or GDA
- Has the company partnered with USAID in the country?

- Has it partnered with USAID elsewhere?

- Has it been involved with GDAs?

4. Leverage/Resources
- What resources could the company provide/contribute to a development (or CSR) project?

- What are the initial investments a company would be willing to make?

- Has the company contributed resources to prior projects?

Part 2 - Interview

1. Business Interests
Main question:
- Goals - How/where does the company see itself in five years time?

Possible follow-up questions:
- What are the company's long-term interests in a place/market?

- Does the company see opportunities for expanding operations/market size in a country?

- What other opportunities are there for the company currently facing related to it's market?

2. Business Challenges
Main questions:
- What are key business challenges the company currently faces in reaching its five-year goals?

- What might be done to accelerate the process to reach the five-year goals?

Possible follow-up questions:
- Are there barriers to expansion? Are there specific barriers to entry in a particular market?

- What would a particular company like to do now that it can't because of external factors (legal, regulatory, environmental, etc.)?

- What are key business challenges that the company anticipates in the future?

Thematic Questions:
- Identify/explore any specific thematic questions for the company (e.g., How will effects of climate change impact their operations?)

- What are they doing to address the problem?

3. Leverage/Resources
- Has the company contributed resources (materials, expertise, cash) to prior projects (i.e., projects to support the community or social groups)?

- What resources could the company provide/contribute to a development (or CSR) project?

- What are the expected returns on an investment?

4. Partnership Potential
- What types of organizations does the company work with on projects?

- What is the company's experience with these partnerships?

- What could partnering with a organization like USAID allow you to do or help you to do better that you couldn't achieve on your own?

Part 3 – Follow-up Assessment

Business Interests and Challenges
- Do any of the company's interests and challenges intersect USAID's development goals?

Corporate Social Responsibility
- Does it have a CSR track record?

- What type of specific CSR activities has the company undertaken?

- On a scale of 1-5, how would you rate the company's level of commitment to CSR?

Partnership
- Is there high-level support in the company for these types of partnership?

- What value does the company see in partnership?

- Is there a 'champion' for partnership in the company (i.e. someone who can functionally act as point person and move the partnership process along)

- Is there a long-term interest in having/building a relationship with USAID?

- On a scale of 1-5, how would you rate the company's level of commitment to partnerships?

Due Diligence
- Are there any issues or concerns about the company that the Mission should consider?

Operational Details

- Who are your organization's stakeholders?

- What type and what scale of businesses are members?

- Where does your funding come from?

- What kind of projects are your currently working on?

- Does the Association/Organization have a national/regional/international focus?

- Where does your organization receive the majority of its funding?

Business Interests

- What is the Association/Organization's current view of the economy?

- What is the Association/Organization's long-term view of the economy?

- What are the key emerging areas/markets (for investment)?

- What are the key existing areas/markets?

- What are the greatest opportunities for investment?

- What are the greatest barriers to investment?

- What are the biggest issues your stakeholders are facing?

- How/where do you see the economy in five years time?

- What are the biggest barriers to this?

- What might be done to accelerate the process to of reaching five-year economic/trade goals?

Business Challenges
- What are key challenges that stakeholders currently face?

- What are key challenges that you/ your organization anticipates in the future?

- Do any of these intersect USAID's development goals?

- Are there any sectors with specific barriers to entry/ expansion that you could expand on?

Partnership Potential
- Are there any issues/concerns/interests that the organization sees as particularly fruitful for public-private partnership (with development goals) or CSR?

- Would the Organization/ Association point to any particular member or stakeholder that have high-level support for these types of partnership?

Due Diligence
- Are there any issues or concerns about business sectors or industries that the Mission should consider?

Next Steps
- Is there anyone that you would recommend that we speak with next?

ANNEX 8 – CONTACT LIST & SCHEDULE TEMPLATE

The following table can be used by the Logistics Coordinator to organize interview contacts and schedule meetings.

Meeting Time	First Name	Last Name	Title	Company	Address	Phone	Sector	Notes *(Who will attend/ attended meeting)*
Monday								
Tuesday								
Not Yet Scheduled:								

The table below can be used to organize individual company interviews and research into reports.
An example report from an assessment in Uganda follows the template.

Annex 9a – Company Interview Report Template	
Company Name:	*(Place company logo here)*
Business Sector/Industry:	**Location of Operations/Production:**
Date of Interview:	**Location of Interview:**
Company Focus/Product:	
Business Interests:	
Business Challenges:	
CSR (if any):	
Alliance/Partnership Potential *(high/medium/low):*	
Development Sector(s)/Objective(s): *(Note: These questions are not to be asked but are for the interview summaries)*	
Leverage:	
Previous/current engagement with USAID *(if any):*	
Drawbacks *(mini-due diligence):*	
Point of Contact:	**Website:**

Annex 9b – Company Interview Report Example	

Nile Breweries

Business Sector/Industry: Banking	**Location of Operations/Production:** Jinja

Date of Interview: January 20, 2010	**Location of Interview:** HQ in Jinja

Company Focus/Product:
- Established in 1956 by the Madhvani Group (it is now owned by SABMiller of South Africa)
- NB is the second largest brewer in Uganda & experienced 30% growth this year
- Major brands include Nile Special, Club, and a sorghum beer brewed with locally grown raw materials (Eagle Lager)
- NB and its employees are directly or indirectly responsible for generating value added of USD 92M (including USD 76M generated by NB itself)
- The company supports approximately 44,000 jobs throughout the Ugandan economy.
- Approximately 8000 farmers and families depend upon the company for some part of their livelihood.
- 55-60% of production comes from local farm products

Business Challenges:
- Biggest challenge is mobilizing farmers to supply the company with sufficient barley (mobilization involves training, skills development, and quality control measures)
- Local supply chain is unreliable – has 4 components: barley, sorghum, sugar, maize, for which the company want to maximize local sourcing
- Farmers are very short-term oriented and susceptible to price fluctuations
- NB is engaging financial institutions to lend to farming groups (would like to put a cash-advance system in place)
- They would like to organize farmers by contracting relationship, but farmers do not understand contracting
- All processing goes through one plant in Kampala (A serious bottleneck)

CSR (if any):
- Completed a clean water initiative for farmers and their communities that involved drilling boreholes
- They would like to work on irrigation next
- They provide AIDs awareness & health services to farming communities through USAID's HIPs project
- Provision of bednets for malaria prevention

Alliance/Partnership Potential *(high/medium/low):* High

Development Sector(s)/Objective(s): Economic growth (Ag)

Leverage:
- Access to 8000+ farmers
- Commodity purchasing
- Support in financial service development

Previous/current engagement with USAID (if any): USAID's HIPs program (HIV/AIDs)

Drawbacks *(mini-due diligence):*
- Very localized to Jinja
- Alcohol is primary product

Point of Contact:	**Website:** www.nilebreweries.com
Mr. Jim Jefferson, Managing Director Nile Breweries Limited P.O Box 762, Jinja, Uganda	

The table template that follows can be used to present alliance opportunities in concise and readable formats.
A completed table from Uganda is also included.

Annex 10a – Alliance Opportunity Table Template	
Opportunity	
Business Sector	
Leading Companies	
Development Challenges	
Business Interest	
Potential Private Sector Resources	
USAID Resources & Value	
Constraints/Risks	

Annex 10b – Alliance Opportunity Table Example	
Opportunity	**Mobile SMS for Elections**
Sector(s)	Telecommunications (mobile), application producers
Leading Companies	Applab (Grameen Foundation), Google, MTN, Zain, Orange
Development Challenges	The 2011 national elections in Uganda will face a number of real challenges, not least of which are voter mobilization, education, registration, and turn-out. In the north especially, large numbers of former IDPs will be voting in national elections for the first time. The challenges in getting people to polls are especially complex in a country as rural as Uganda (15% urban population). USAID and others can support the election process by assisting in getting information regarding where, why, how, and when to vote to the public through targeted SMS messages.
Business Interest	Competition in the mobile phone sector is fierce, and companies are each trying to capture new markets in rural areas though value-add services including social marketing. Uganda's rural mobile penetration rate is low at approximately 25%, but geographic coverage is already extensive (population coverage is 92%, geographic coverage is 76%). Applab and Google have developed campaigns and platforms to take advantage of this new market. Both could be integral in developing a campaign to mobilize voters. Of particular note, Applab has an existing partnership with MTN, which controls 50% of the current market. Applab is open to working with other carriers, however.
Potential Private Sector Resources	92% population coverage – reaching rural voters throughout Uganda
USAID Resources & Value	USAID has more than 2 decades experience in developing effective methodologies for voter registration, education, and mobilization. Moreover, USAID and implementing partners may represent neutral convening bodies for campaigns, capable of bringing together aggressive competitors in the telecom sector and the political arena towards a shared goal of voter turn-out and education.
Constraints/Risks	Political liberalization is an on-going process in Uganda, and in the past the ruling party has been displeased regarding direct support to promoting free and fair elections.

ANNEX 11 – ALLIANCE PRIORITY FACTORS TEMPLATE

The following table template applies alliance priority factors to opportunities identified through the assessment process. See Step 11 in Section VI for description of factors and an example of a completed table.

Alliance Priority Table			
	Priority Factor	**Rating**	**Comments**
Screen 3	**Systemic Change**		
Screen 3	**Sustainability/ Replication**		
Screen 3	**Scale**		
Screen 4	**Risk**		
Screen 4	**Staff Intensity**		
Screen 4	**Time Horizon**		

Focus groups are a great way for the Assessment Team to meet with more companies and stay focused on the larger thematic development issues that cut across business sectors. The Assessment Team can also use this approach for industries and business sectors that are composed of numerous smaller companies. Smaller companies are often reluctant to schedule meetings and allow access (due to compliance concerns) but might be more likely to participate in a meeting. Focus groups can be organized by issue, by sector, or a blend of both. Focus groups planned around a thematic issue help to conceptualize the issue in new ways that may be useful in defining alliance opportunities.

- **Recommendation:** The Assessment Team should strive to use at least one focus group on a thematic issue of importance to the Mission. Time permitting, the team could organize a second focus group for a key sector or another issue, i.e., during a longer assessment period.

- **Planning:** Putting a strong USG stamp on a focus group will add cache and legitimacy to the meetings. Invitations should be sent out on USAID letterhead and hosted by the Mission whenever possible.

Russia Focus Group Example

A thematic roundtable was organized in Yekaterinburg around environmental issues. The Consulate hosted the roundtable and invited a number of key international and Russian companies as well as local NGOs to discuss their environmental concerns. Companies were very open to discussing their concerns with each other, which ranged from energy efficiency to water usage and recycling issues. By the end of the meeting, companies were openly discussing potential collaboration.

- **Assembling a participant list:** The US Chamber of Commerce, regional chambers of commerce, industry associations, implementing partners and U.S. Embassy staff can call serve as key informants when seeking out focus group participants.

Executive Summary (brief)
- Support development of Mission strategy
- Why/What is the Assessment?
- ID Opportunities
  * Short-term
  * Medium-term
  * Long-term

Objectives and Framing
- Support Development of Mission Strategy
  * What we've heard from you (summary of strategy and priorities)
- At the Intersection/ Why strategic alliances (two intersecting circles slide)
- Methodology
  * AMIA, SWOT, and Interviews (key development issues and biz sectors with graphics arrows and pie charts)
- Identify Key Business Challenges (bullets)

Private Sector Challenges
- Business Sector Challenges (challenges chart)
- Cross Sector Challenges (overlay on challenges chart)
- Screening Process (screening graphic)
  * Potential alliance opportunities (impact table)
- Quick wins (description of alliance opportunities)
- Medium term (description of alliance opportunities)
- Long term (description of alliance opportunities)

Recommendations
- Alliance Management Structures (mechanisms for partnership support and integration)
- Next Steps (next steps for each alliance opportunity with specifics on Mission roles)
- THANKS

I.   Executive Summary
Key Findings

II.   Alliance Assessment Overview
Alliance Definition
Country X Alliance Background

III. Assessment Purpose

IV.   Assessment Procedures

V.   Assessment Schedule & Approach

VI.   Mission Considerations

VII. Economy & Human Development in Country X
Economy
Human Development & Governance

VIII. Business Sectors & Challenges Identified
Sector & Company Identification
Interview Results & Challenges Identified

IX.   Strategic Alliance Opportunities
Screening for Opportunities
Longer-Term Opportunities
Medium-Term Opportunities
Short-Term Opportunities

X.   Management Implications for Alliances

XI.   Findings & Recommendations
Available Alliance Technical Support

Annexes
Annex A: Company Interview Reports
Annex B: Additional Alliance Opportunities
Annex C: Producer Organization Opportunity Illustration
Annex D: Company Contacts & Interviewees
Annex E: Assessment Scope of Work
Annex F: Assessment Schedule
Annex G: Alliance Macro Indicator Analysis (AMIA) Matrix
Annex H: Business Sector Identification & Analysis

Annex 15a – Indicator Arrows

The following type of 'indicator arrow' graphic illustration can be used in the assessment report to illustrate key economic, human development, governance, or environmental indicators:

Teledensity ⭐

Teledensity is at 20% and increasing at a rate of 30% annually

Annex 15b – Business Interests Overlapping with Development Objective

Venn diagrams are a highly useful way to illustrate the intersection of business value and development impact.

Business Interest

Market access to lower income populations

Improved nutrition

USAID Development Goal

High nutrition supplements distributed through health networks
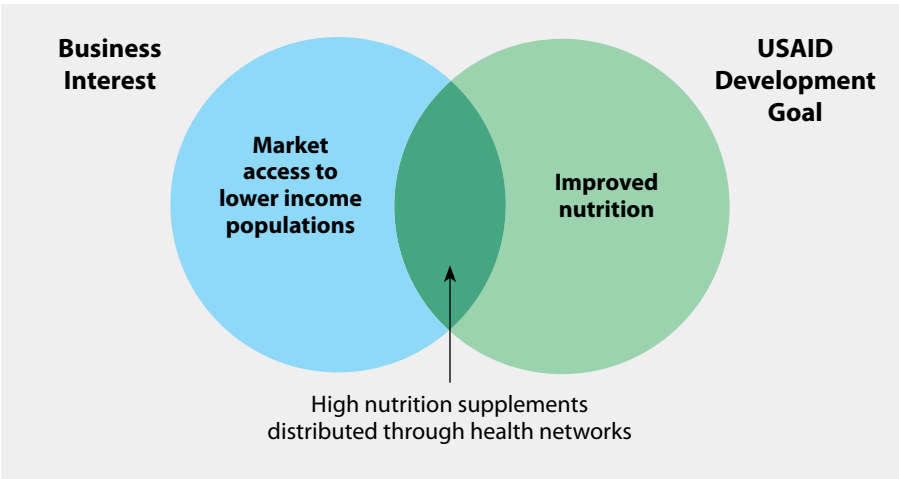
Annex 15c – Economic Composition

GDP Composition by Sector

Employment Composition by Sector

■ **Agriculture**   ■ **Industry**   ■ **Services**
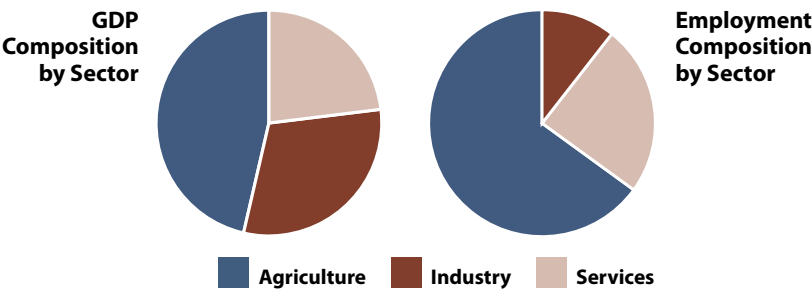
Annex 15d – Assessment Process Map Illustration

Given the complex and atypical nature of alliance assessments, USAID staff may benefit from graphically illustrating the assessment process.

Human Development	Economy	Environment	Governance

Alliance Macro Indicator Analysis Matrix

Key Business Sectors:

Banking, ICT, RMG, Energy, Food/Agriculture, Leather, Pharma, Textiles

Interviews with Key Business Sectors

Private Sector Constraints:

Reliable Energy
Skilled Workforce/
Poor GOB Policy
Poor Ag Productivity
Healthy Workforce
IT Connectivity
Reaching Rural Areas

USAID Priorities:

Food Security
Climate Change/ Energy
Health/Nutrition/
Education
Economic Growth
(Ag, leather)
Good Governance/
Anti-corruption/
Anti-Trafficking

Interviews with USAID & Implementing Partners

Key Development Issues:

Malnutrition, Infant Mortality, Sanitation, Ag. productivity, Population growth, Poor Governance, Law and order, Disaster readiness, Domestic violence, trafficking.

USAID/Private Sector Intersections
Disaster Preparedness, Employee Health/Nutrition, Improved Supply Chain Productivity/Livelihoods, Reaching Rural Poor Populations

Quick Win Alliances:
- Chamber of Commerce Disaster Response,
- Expand Smiling Sun relationships with Distributors

Longer Term-Higher Value Alliances:
- Food security action network,
- Nutritional Supplement Alliance,
- Rural Solar Alliance,
- Energy Efficiency Alliance.

USAID/ Washington Alliances
- Diaspora Network Alliance
- IT internships in SMEs

Annex 15e – Business Constraints Illustrated

When business challenges prove to be cross-industry in nature, this can be graphically represented to emphasize the importance across the economy.

Cross-Sectoral Nature of Challenges in Uganda								
Challenge	**Business Sector**							
	Agriculture (Crops[1])	Agriculture (Dairy)	Agriculture (Fishery)	Oil	Food Processing/ Manufacturing	Financial Services	Telecom	Tourism
* **Infrastructure**	●	●	●	●	●	○	◗	●
Electricity	○	●	○	●	●	○	◗	●
Enabling Environment	○	○	●	●	●	○	○	◗
Input Factor Quality	●	○	○	○	●	○	○	◗
Access to Finance	●	●	◗	○	○	○	○	○
* **Technical Skills**	●	●	●	●	●	●	○	●
Management Capabilities	○	○	○	○	●	●	○	●
Demand Generation	●	●	○	○	◗	○	○	●
Environmental & Social Risk Management	◗	○	●	●	○	○	○	●
Employee Health	◗	◗	●	◗	●	○	○	○

[1]. e.g. Grains, cotton, sunflower seeds.
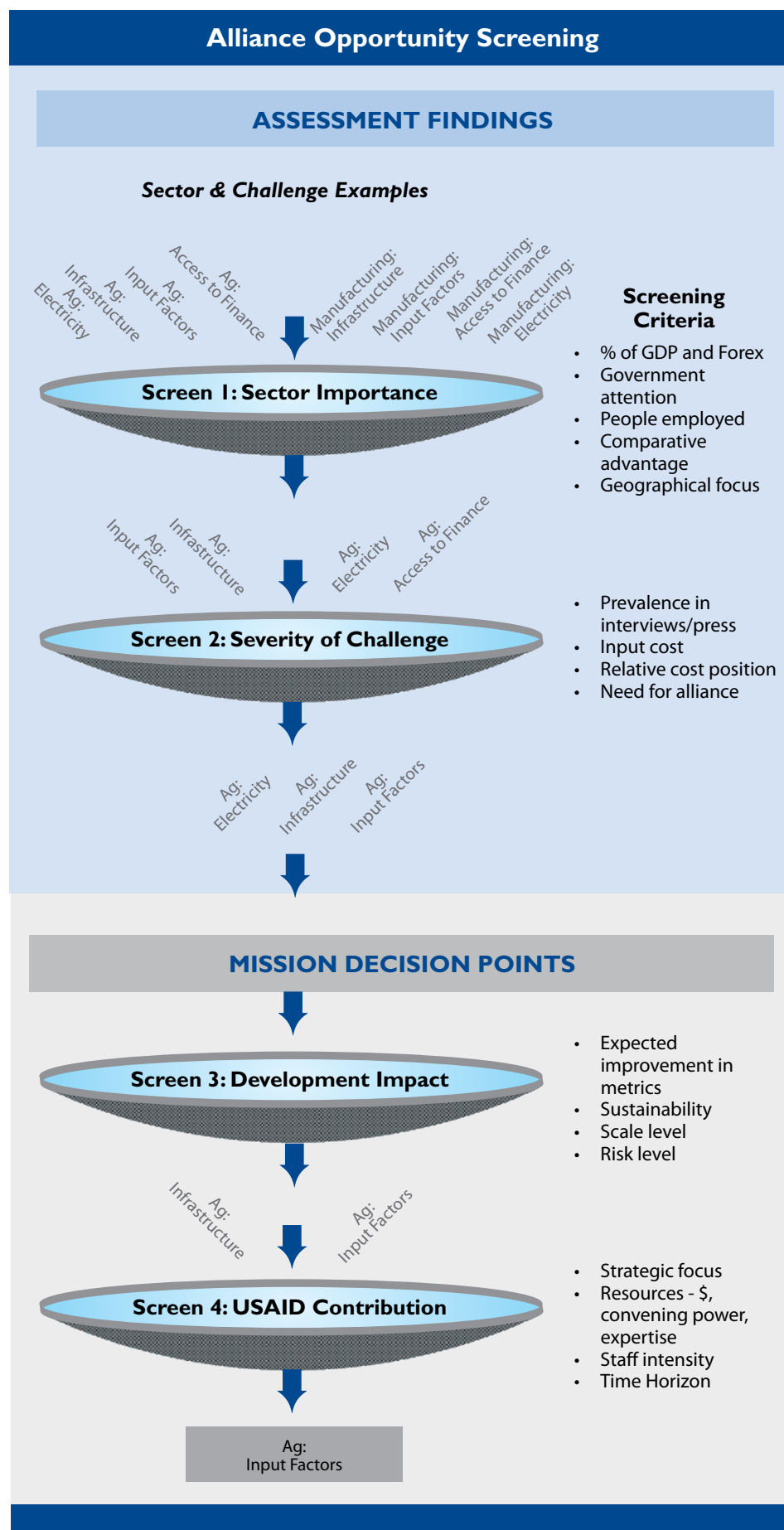*Source:* Desk research; interviews

○ – Mildly affected
◗ – Affected
● – Strongly affected

* Yellow = Strongest cross-sector challenges

Annex 15f –
Opportunity Screening

The screening process in identifying alliances can be illustrated as well:

Alliance Opportunity Screening

ASSESSMENT FINDINGS

Sector & Challenge Examples

Ag: Electricity
Ag: Infrastructure
Ag: Input Factors
Ag: Access to Finance
Manufacturing: Infrastructure
Manufacturing: Input Factors
Manufacturing: Access to Finance
Manufacturing: Electricity

Screen 1: Sector Importance

Screening Criteria
- % of GDP and Forex
- Government attention
- People employed
- Comparative advantage
- Geographical focus

Ag: Input Factors
Ag: Infrastructure
Ag: Electricity
Ag: Access to Finance

Screen 2: Severity of Challenge

- Prevalence in interviews/press
- Input cost
- Relative cost position
- Need for alliance

Ag: Electricity
Ag: Infrastructure
Ag: Input Factors

MISSION DECISION POINTS

Screen 3: Development Impact

- Expected improvement in metrics
- Sustainability
- Scale level
- Risk level

Ag: Infrastructure
Ag: Input Factors

Screen 4: USAID Contribution

- Strategic focus
- Resources - $, convening power, expertise
- Staff intensity
- Time Horizon

Ag: Input Factors

The Alliance Macro Indicator Analysis (AMIA) provides assessment teams with a pre-departure starting point for better understanding how development factors are intersecting with the interests of the private sector. The AMIA is divided into four primary categories: Economic Indicators, Human Development Indicators, Governance Indicators, and Environment Indicators. Descriptions and definitions of each indicator follow below.

Annex 16a – Economic Indicators

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Gross Domestic Product/ Capita and Composition	Total value of goods and services produced in a country in a given year	CIA World Factbook	Low per capita countries tend to specialize in labor intensive industries (textiles, agriculture)	GDP/capita is key indicator of overall economic welfare	Composition of GDP can indicate possible industries to focus on.
Foreign Direct Investment (FDI) profile	Foreign direct investment (FDI) is defined as a company from one country making a physical investment into building a factory in another country. It is the establishment of an enterprise by a foreigner. The FDI relationship consists of a parent enterprise and a foreign affiliate, which together form an international business or a multinational corporation (MNC).	Economist Intelligence Unit (EIU)	Indicates foreign commitment to host country economy.	Key indicator of overall economic welfare	Sources and profile of FDI can suggest regional and multinational firms/industries that may be interested in alliance building (e.g. textiles, extractives, agribusiness, IT, financial services, etc).
Gini Coefficient	The Gini coefficient is a measure of statistical dispersion commonly used as a measure of inequality of income or wealth.	Wikipedia		Countries with high Gini coefficients tend to have higher rates of crime, infectious disease, etc than GDP equivalent countries with lower Gini Coefficients	Large economy, high Gini coefficient countries may have elites or diaspora groups that are active in charity and philanthropy, e.g. Russia, India, South Africa.
Unemployment Rate	Percentage of working age population seeking work, but unable to find it.	Host government websites; EIU	Self-explanatory	*See Alliance Assessment Implications*	High unemployment rates, when combined with low median age (below) may suggest alliance opportunities around workforce development, SME development and entrepreneurship.
Export Earnings/ Composition	Total value of goods exported abroad broken out by category	EIU; CIA World Fact Book	Higher earnings indicate importance of exported goods to particular industries and sectors	*See Alliance Assessment Implications*	Can indicate possible value-added industries for focus. Also, countries with high levels of remittances may be targets for diaspora/ remittance alliances

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Major Trading Partners	Countries with the most significant exchange of goods and/or services, as measured by % of exports and imports.	CIA World Fact Book		Issues such as food insecurity may have strong implications for regional trade	Major trading partners may indicate location of regional/ international alliance resource partners beyond multinational companies and host country companies.
Global Competitiveness Index	The Global Competitiveness Index assesses the ability of countries to provide high levels of prosperity to their citizens. This in turn depends on how productively a country uses available resources. Therefore, the Global Competitiveness Index measures the set of institutions, policies, and factors that set the sustainable current and medium-term levels of economic prosperity.	World Economic Forum		Low-ranking have significant policy-oriented enabling environment implications	A low global competitiveness ranking may offer opportunities for alliances around issues such as corporate governance, improved access to finance, etc. It may also indicate that the private sector is constrained in its ability to grow.
Doing Business Index	The ease of doing business index ranks economies from 1 to 183. Doing Business analyzes regulations that apply to an economy's businesses during their life cycles, including start-up and operations, trading across borders, paying taxes, and closing a business.	World Bank	The indicators presented and analyzed in Doing Business measure business regulation and the protection of property rights -- and their effect on businesses, especially small and medium-size domestic firms. They also measure the flexibility of employment regulation and document the tax burden on businesses.	High rankings on Doing Business indicators are associated with better economic and social outcomes	A low ranking in the Doing Business Index may have many different kinds of alliance implications, ranging from policy-oriented alliances designed to improve conditions for businesses to alliances focused on reducing corruption in supply chains.
Electricity *(Access to electricity, percent)*	Percentage of the total population that has electrical power in their home, including commercially sold electricity, both on and off the grid. Includes self-generated electricity where governments survey access to electricity.	World Resources Institute. EarthTrends: Environmental Information.	A number of development solutions are dependent on electricity access.	Low rates of electricity is a barrier to both modes of employment and consumption.	Electricity access can be linked to a number of BoP marketing projects, in all development sectors.

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Energy Consumption *(Total energy consumption per capital)*	The amount of primary energy consumed, on average, by each person living in a particular country or region for the year indicated. All primary sources of energy, including coal and coal products, oil and petroleum products, natural gas, nuclear, hydroelectric, etc., are included here.	World Resources Institute. EarthTrends: Environmental Information.	Energy scarcity issues can lead to conflict and exacerbate issues of poverty.		A remarkably high or low level of energy consumption points to alliances with energy companies either micro level solar type solutions or large scale extractives alliances.
Arable Land and Permanent Cropland	Arable land refers to land under temporary crops (double-cropped areas are counted only once), temporary meadows for mowing or pasture, land under market and kitchen gardens, and land temporarily fallow (less than five years).	World Resources Institute. EarthTrends: Environmental Information.	The quantity of arable land affects the price of land as well as agricultural outputs and employee salary needs.	Food production linked to quantity of arable land will indicate if land is being farmed efficiently. Tendencies towards resource conflicts in areas with low quantities of arable land.	Partnerships with agriculture firms can train farmers in more efficient farming and distribution methods.

Annex 16b – Human Development Indicators

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Human Development Ranking	A composite statistic to rank countries by level of "human development" composed of three dimensions: life expectancy, adult literacy, and standard of living	UN Human Development Index	Lower ranking correlates with an underdeveloped private sector	Self-explanatory	A lower ranking may lead to more identified opportunities oriented towards 'Base of the Pyramid' partnerships
Education enrollment ratio	% of primary, secondary and higher education enrollment broken out by gender	UN Human Development Index	Education enrollment is directly correlated with GDP growth. Also indicates skill level of available workforce	Self-explanatory	Low levels of enrollment may suggest education and early childhood development alliance opportunities.
Major Infectious Diseases	Self-explanatory	CIA World Factbook	High levels of infectious disease can adversely impact a workforce	Lower life expectancy; Drag on economic growth;	If infectious disease is affecting major portions of the workforce, it can provide an opportunity for health-related partnerships
Median Age	Self-explanatory	CIA World Factbook	Gives an indication of the size of future workforce and consumer markets		Countries with high unemployment and low median age may be particularly amenable to education/workforce development alliances.
Urban and Rural Areas *(Urban population as a percent of total population)*	The proportion of a country's total national population that resides in urban areas. Any person not residing in an area classified as urban is counted in the rural population, although definitions of urban vary.	World Resources Institute. EarthTrends: Environmental Information	Marketing and services are delivered differently to urban and rural areas. The costs of production and distribution range as well.	Settlement density affects everything from environmental impacts, to education solutions, to nutrition and healthcare.	Rural populations often need infrastructure improvements before many services can be marketed successfully.
Internet Hosts *(ITU Teledensity is an alternative measure)*	Number of in-country websites; serves as a proxy for Internet access	CIA World Factbook ITU Website	Indicates level of IT penetration – relevant to technology firms, software firms and service providers	IT has multiple rural development implications	Countries with rapidly growing numbers of Internet hosts may be ripe for ICT-enabled alliances in a variety of sectors, including education, health, financial services and e-government.

Annex 16c– Governance Indicators

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Transparency International Corruption Perception Index	The Transparency International Corruption Perceptions Index ranks countries in terms of the degree to which corruption is perceived to exist among public officials and politicians. It is a composite index, a poll of polls, drawing on corruption-related data from expert and business surveys carried out by a variety of independent and reputable institutions.	Transparency International	Widespread corruption can be a major hindrance to domestic and international firms.		Highly corrupt countries may have large informal or 'grey' economies. Here, there may be alliance building opportunities to work with associations that represent large numbers of informal or semi-formal businesses. Highly corrupt countries with high percentages of extractive industry earnings may present opportunities for partnerships in transparency and governance.
Bertelsmann Transformation Index	In the framework of its dual objectives of constitutional democracy and a market economy anchored in principles of social justice, the Transformation Index provides comprehensive information on successful political and economic transformation management to agents of reform in government, civil society and development organizations. To do so, the BTI thoroughly examines 128 countries and ranks them in two indices.	BTI: www.bertelsmann-transformation-index.de/en/	A low ranking in the BTI index corresponds to a restrictive government environment for business development and freedoms.		Countries with restrictive business environments might have few SMEs and emerging business associations to partner with.
Freedom House Freedom in the World Report	Measures political freedom and openness	Freedom House	Can indicate the ability of the private sector to act independently of political elites.		Countries with low levels of political freedom may require heavy host-country involvement in any partnership related activity.
International Crisis Group Reports	Various analyses of political, economic and ethnic sources of conflict	ICG	In countries with significant latent/active conflicts, private sector may only be focused on very near-term investments that do not require major commitments of capital or assets.		ICG reports can provide context for issues such as water and food security; regional/ethnic tensions; and other sources of instability that may impact the private sector.

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Regional Trends	Analysis of regional development challenges in host country	EIU	Wide disparities may indicate opportunities for new, underserved markets.	May indicate where development organizations need to focus resources to balance inter-regional development.	In some countries, private sector may be primarily interested in most developed regions, which may be of less interest to USAID.

Annex 16d – Environment Indicators

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
CO2 Emissions *(CO2 emissions including land use change)* *(CO2 Intensity: CO2 emissions per GDP)*	Although the majority of global CO2 emissions are from the burning of fossil fuels, roughly a quarter of the carbon entering the atmosphere is from land use change. Carbon dioxide (CO2) released into the atmosphere for each million dollars of Gross Domestic Product (GDP) in a country or region.	World Resources Institute. EarthTrends: Environmental Information.	CO2 emissions per country inform carbon-trading markets.	Climate change is a key initiative with a corresponding increase in program funds across USAID missions.	High CO2 producers are looking for solutions at the convergence of business and government sectors and low CO2 producers might be interested in guidance in tapping carbon trading markets.
Protected Areas *(Biosphere reserves, number)*	Number of biosphere reserves located in each country. Biosphere reserves are representative of terrestrial and coastal environments that have been internationally recognized for their value in reconciling conservation and sustainable use.	World Resources Institute. EarthTrends: Environmental Information.	The quantity and quality of land under protection can be both an asset and a barrier to business— often the private sector will enter into a cooperative PPA to deter more stringent regulations.	Protected areas can be battlegrounds in for underfunded gov. agencies— poaching of land and wildlife, corruption, and lawlessness all present barrier to wildlife preservation.	The more local stakeholders are brought into the development of a regulatory land use framework, the more the likelihood of compliance increases. Alliance implications include eco-tourism partnerships designed around building sustainable local employment to conservation offsets in partnership with the extractive or forestry industry. Biosphere protection partnerships have been particularly prominent with the extractive or infrastructure development sectors.

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Agricultural Production Indices *(Food production per capita index)*	Net food production (after deduction for feed and seed) of a country's agricultural sector per person relative to the base period 1999-2001. The food production per capita index covers all edible agricultural products that contain nutrients; coffee and tea are excluded.	World Resources Institute. EarthTrend. Environmental Information.	Food production has implications for import and export margins as well as the health of the workforce.	Food production could be low for a number of reasons affecting economic growth, health and nutrition, land use.	Countries wth high agricultural production but low export or low nutrition indicators often have signifi-cant bottlenecks and problems related to supply chain. Alliances involving supply chain companies, farmers, and large agricultural companies can often help address these supply chain concerns.
Land Arable and Permanent Cropland	Arable land refers to land under temporary crops (double-cropped areas are counted only once), temporary meadows for mowing or pasture, land under market and kitchen gardens, and land temporarily fallow (less than five years).	World Resources Institute. EarthTrends. Environmental Information.	Quantity of arable land affects the price of land as well as agricultural outputs and employee salary needs.	Food production linked to quantity of arable land will indicate if land is being farmed efficiently. Tendencies towards resource conflicts in areas with low quantities of arable land.	Partnerships with agricultural firms can train famers in more efficient and market-oriented farming and distribution methods. Properly designed, alliances can add sig-nificant resources such as market access and expertise in helping farmers transition from subsistence. to com-mercial farming
Dryland Extent *(Dryland area as percent of total area, average)*	Describes lands where problems with land degradation should be focused and where methods for attaining sustainable development should be promoted.	World Resources Institute. EarthTrends. Environmental Information.	Methods for attaining sustainable development might deter certain private firms with a history in a region.	Strict controls on land use are necessary in areas on the cusp of desertification.	Alliances involving multiple commu-nity and private sector stakeholders can be designed around com-bating desertification in those cases in which livelihoods and mar-kets are threatened.
Forest Extent *(Natural forest area, average annual percent change)*	Natural forest area, average annual percent change refers to the average annual percent change in natural forest area during the period specified. Areas established through planting or seeding are categorized as forest plantations rather than natural forests.	World Resources Institute. EarthTrends. Environmental Information.	In addition to forestry & paper companies, increasing attention is being paid by venture capital, pharma, and chemical firms to natural forest areas.	Rapid forest loss often occurs as marginalized populations struggle for subsistence land or in cases of rapidly developing suburban sprawl.	Alliance implications include eco-tourism partnerships designed around building sus-tainable local employ-ment to conservation offsets in partnership with the extractive or forestry industry. Tourism partnerships often promote local stakeholder involve-ment in order to pro-mote alternate income generation to logging and tree poaching.

Indicator	Definition	Data Source(s)	Relevance to Private Sector	Relevance to Development	Alliance Assessment Implications
Water Poverty Index	Uses the indices of Resources, Access, Capacity, Use, and Environment to measure, for a given country, the impact of water scarcity and water provision on human populations. WPI combines both the physical quantities relating to water availability and the socio-economic factors relating to poverty to produce an indicator that addresses the diverse factors that affect water resource management.	World Resources Institute. EarthTrends: Environmental Information.	Water inputs and employee health (clean water) are critical to many industries.	Clean water impacts health and livelihoods as well as conflicts in innumerable ways.	Water partnerships are a cornerstone of the GDA, both for BoP solutions and MNC partnerships. The GDA has an existing global framework with Coca-Cola.
Fish Species Threatened *(number threatened)*	Freshwater and marine fish that are listed as threatened by the World Conservation Union. Includes species categorized as "Critically Endangered", "Endangered", or "Vulnerable."	World Resources Institute. EarthTrends: Environmental Information.	Some private sector entities rely on fisheries as an element in their supply chain.	Sustainability of fishing communities and livelihoods.	Alliances built in support of sustainable fisheries are possible in cases of overfishing, particularly when market demand is high. Fishing communities often form cooperative structures to represent themselves in negotiations with other stakeholders in the industry.

The following AMIA was developed for the Bangladesh Alliance Assessment.

Annex 17a– Bangladesh Economic Indicators

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
1. GDP **2. GDP/Capita** **3. GDP Change** *CIA Fact Sheet*	Textile industry was heavily stimulated by the GOB, but has survived the transition from the Multi-Fibre Agreement. Remains an area of regional cooperation and growth. With the rise of prices for raw goods businesses are looking of ways to source more locally	$84.2B (2008 est.) $1500 per capita (CIA) 5-6% growth per year since 1996.	Majority of the population is under-employed. The sectors with the greatest income have low employment rates—the agricultural economy, where the majority of citizens are employed has little value add from industry.	Agriculture-19.1% Industry- 28.6% Services- 52.3% 82.8% live on <$2 a day.
FDI Profile *CIA Fact Sheet and Bangladesh Central Bank*	FDI flows were consistently growing before the crash and are projected to grow again this year.	FDI flows decreased by 18% $650M in FY08 from $793MFY07		
Gini Coefficient		33.6 (CIA)	Very slowly growing middle class—diaspora sends home remittances but few diaspora are working "skilled" jobs.	This coefficient is one point off from Belgium's.
Unemployment Rate	The low unemployment rate masks strong underemployment.	2.5% (CIA)		Employment is distributed differently than GDP: agriculture: 63% industry: 11% services: 26% (FY95/96)
Export Earnings/ Composition	High demand for "raw" components of manufactured goods. Jute is declining,	$15.44 billion, garments, jute, leather, frozen fish and seafood. (CIA)	Seems to be a balance of industries that are the traditional purview of both genders. Aquaculture is good opening for integrated environmental development work. There are already a number of proven development successes with the garment industry.	
Major Trading Partners	Openings for a more integrated supply chain with India, and china, selling components rather than just buying them.	Exports to US 21%, Germany 13.2%, UK 8.6%, France 6.3%, Netherlands 4.7% Imports from China 14.7%, India 14.7%, Kuwait 7.5%, Singapore 7.1%, Japan 4.1% (CIA)	All exports are to countries with very active development agencies.	

Annex 17b– Bangladesh Human Development Indicators

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
Human Development Ranking		HDI Rank is 146 out of 182		
Gender		While women lead the two major parties, equal rights are far from assured—a bill for equal property rights was shot down by an increasingly militant Islamic bloc.		Government provides subsidies to families for sending their girls to school. Literacy rates are equalizing.
Education Enrollment	Mass emigration of educated workforce Access to Skilled workforce Use of IT	94% Primary Enroll-ment (BTI) School term expectancy (primary to tertiary education): female: 8 years (2004) Female Literacy Rate: female: 41.4% (2001 Census)	High enrollment is potential for educated workforce and underemployment is an opening for a receptive and educated workforce.	
Median Age	Large, young workforce	23.3 (CIA)	This seems to be a combination of a high birthrate and a low life expectancy (60yrs) Large popu-lation of disaffected youth?	

Annex 17c– Bangladesh Governance Indicators

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
Internet Hosts/ Teledensity	Densely populated country with rapidly increasing internet penetration.	4,209 Internet Hosts world ranking of 135. 20% teledensity	UNDP established a non-profit agency for IEP. Literacy and a limited electrical grid are roadblocks.	35% are "users'" of internet. Mobile service and access in increasing at a rate of 30% (27.9% are subscribers)
TI Corruption Perception Index	Hard for businesses to operate legally as clear guidelines for operation aren't in place.	2.4 (out of 10, with 1 being high corruption and 10 being low)	This is one of the major roadblocks to reform and development.	Ranked most corrupt country in the world for 5 straight years. Has recently improved slightly with the success of the national elections
Freedom House Ranking		5 out of 7 (partly free) Bangladesh's	It remains to be seen what the new ruling party will do in the face of an emerging militant Islamic movement, and a powerful military.	
EIU Regional Trends	This is a small densely populated country with the majority of the corporate and government business occurring in the capital.	Reduced poverty in Dhaka, Chittagong and Sylhet divisions. Khulna, Barisal and Rajshahi, was un-changed	The population officially classified as in poverty fell from 62 million in 2000 to 56 million in 2005.	
Governance Implication for Economy Bertelsmann Transformation Index	Because of endemic corruption, many citizens view any relationship between government and the private sector and suspect and troublesome.	5.53 disaggregated into 5.11 (Market Economy,) 5.95 (Democracy,) 4.14 (Management)	Need for management reforms at all levels. Corruption has led to even less money for the people of this already poor state.	
Remittance Flows (UNHD) 2007	Half of remittance flows are informal.	Remittance inflows ($6,562M) Remittance outflows ($3M) ODA per capita ($9) Remittance inflows/ capita ($9) Remittance inflows as a % of GDP, (9.5) Ratio of remittance inflows to FDI, 10.1	Microfinance with remittances Little of the money is used "productively" (INAF report)	Saudi Arabia is host to 39.3%;US 14.5%, UK 9.8%, Kuwait 10.6% , UAE 11.5% in 2005. 54% non-formal channels . One of the major channels for retaining foreign exchange reserves. INAF report

Annex 18a – Economic Indicator Matrix

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
Gross Domestic Product/ Capita and Composition				
Foreign Direct Investment (FDI) profile				
Gini Coefficient				
Unemployment Rate				
Export Earnings/ Composition				
Major Trading Partners				
Global Competitiveness Index				
Doing Business Index				
Electricity *(Access to electricity, percent)*				
Energy Consumption *(Total energy consumption per capital)*				
Arable Land and Permanent Cropland				

Annex 18b–Human Development Indicator Matrix

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
Human Development Ranking				
Education Enrollment Ratio				
Major Infectious Diseases				
Median Age				
Urban and Rural Areas *(Urban population as a percent of total population)*				
Internet Hosts *(ITU Teledensity is an alternative measure)*				

Annex 18c–Governance Indicator Matrix

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
Transparency International Corruption Perception Index				
Bertelsmann Transformation Index				
Freedom House Freedom in the World Report				
International Crisis Group Reports				
Regional Trends				

Annex 18d–Environment Indicator Matrix

Indicator Description	Private Sector Relevance	Indicator	Development Sector Relevance	Links to other Indicators
Natural Disasters				
Energy-Related Emission and Carbon Supply				
Total Primary Energy Supply				
Impact of Natural Disasters *(share of population and % of GDP)*				
Energy Related Emission and Carbon Supply				
Total Primary Energy Supply and Electrification Rate				

Step 6 of the Assessment Process illustrates how business sectors can be analyzed though a set of optics in order to gauge the potential for alliances. The following table provides a template for this analysis as described with Step 6.

Business Sector:	
Sector Category:	Established, Emerging, or Problematic

Strengths (Competitive Advantage)	**Weaknesses** (Competitive Disadvantage)

Opportunities (Positive Trends)	**Threats** (Challenges)

Development Overlap	Mission Interest	Importance	Government Priority	Regional Significance
☐	☐	☐	☐	☐

Leading Companies	

Sector Analysis Table in Uganda

Business Sector: **Telecom**   *Sector Category:* **Emerging**

Strengths *(Competitive Advantage)*	Weaknesses *(Competitive Disadvantage)*
• Sector rapidly grew leading to coverage in 90% of the country • One of the most competitive sectors in Uganda • Price point has decreased rapidly, making phones affordable to growing masses of Ugandans • Six months from the introduction of mobile money transfer, MTN and Zain registered approximately 250,000 clients onto the mobile money transfer service moving over sh40 billion in transactions. • Voice SMS service offered. • Uganda telecom recently launched Solar powered GSM phone.	• Penetration has leveled off • Price point may not lower further • Value added services slow in developing (compared to other regional countries like Kenya and Rwanda)

Opportunities *(Positive Trends)*	Threats *(Challenges)*
• Value-added services including mobile banking and other SMS-based options • East African fiber optic cable will lead to vast internet opportunities (including rural wireless internet) • Sector deregulated in 2000	• Low literacy rates limits rural penetration • Rapid expansion – sector may have too much competition • Urban market is near full maturation

Development Overlap	Mission Interest	Importance	Government Priority	Regional Significance
✔	✔	✔		✔

Leading Companies

• MTN Uganda • Orange Uganda • Zain Telecom • Suretelecom Uganda Ltd. • Smile Communications • Computer Frontiers • International Communications Commission • UTL	• AFSAT Communications Uganda • Bushnet Infocom • RCS Radio Communications • Jireh Technologies International • Zineth Electronic Security and Communication • i-Tel • Bitwerk Technologies Ltd

USAID is reorienting how it sees itself in the context of international development assistance, how it relates to traditional partners, and how it seeks out alliances with new partners. While the Agency will continue to deploy resources where private funding is not available and where the governmental role is clear and pre-eminent (as in promoting policy change), it hopes, through the use of public-private alliances, where appropriate, to stimulate new investment and new development practices. USAID has much to offer with its unique mandate within the U.S. Government and long-term experience with, and access to, host-country governments. The Agency is able to capitalize on its extensive field presence and network of local development partners and technical expertise to catalyze, integrate, coordinate, and facilitate public-private alliances among development actors. USAID recognizes that effective alliances will focus on common interests and will require time and strategic planning. However, such alliances have the potential for not only mobilizing additional resources for development assistance programs worldwide but also promoting greater effectiveness of those programs and hence greater impact on the problems of poverty, disease, inadequate education, depletion of natural resources, and limited economic opportunity throughout the developing world. Alliances can also contribute to conflict prevention as well as address global threats and issues such as global warming.

In developing partnerships congruent with the GDA business model, USAID uses the following precepts:

- Alliances are expected to bring significant new resources, ideas, technologies and/or partners to address development problems in countries where USAID works. The Agency is particularly interested in innovative partnerships that address development challenges in new ways, leveraging the resources of non-traditional partners in replicable, sustainable and scalable ways.

- Alliances must initially establish how the interests and objectives of each party converge. The most sustainable and successful partnerships under the GDA model are grounded at the intersection between businesses core interests and USAID's development objective (rather than purely philanthropic activities).

- Alliances should demonstrate a minimum of a one-to-one leverage ratio of resources. **At least 25% of the leverage coming from the resource partner must be in the form of cash.** In addition to monetary contributions, in-kind resources such as services, property, volunteer time, equipment and supplies are also valuable contributions. Alliance proposals must clearly specify what each party is contributing and indicate the cash value of in-kind support. (See Section II C on Page 12 for a more complete discussion of leverage and in-kind contributions.)

- While alliance proposals must specify what each party is contributing at the outset, it is also recognized that lasting alliances are dynamic and changing.

- Alliances should not simply be matching grants nor should they be grants to organizations that have expressed an intention to seek third party partnerships that are not yet formed. The Global Development Alliance business model seeks relationships and resources beyond traditional assistance models.

- It is important to exercise due diligence before entering into alliance arrangements with partners.

- There is no pre-defined minimum or maximum number of partners.

- Fairness and transparency are key principles in forming alliances. Exploration of possible alliances should take place in a transparent manner and should involve wide consultation with possible partners.

- Alliance activities at the country level that actively involve local leadership and local beneficiaries in design and implementation are most likely to be successful and sustainable. Local ownership, leadership and beneficiary participation are keys to success.

- All USAID-financed programs and activities must comply with USAID's environmental procedures set forth at 22 CFR 216.

Numerous helpful documents and tools related to alliances and GDA may be found at ODP/PSA's website: www.usaid.gov/our_work/global_partnerships/gda/index.html

The following specific resources can provide context on USAID alliances for any team conducting an assessment:

The Office of Private Sector Partnerships' *Building Alliances Series* can be found at: http://www.usaid.gov/our_work/global_partnerships/gda/educ_guide/ topics include: Education, Workforce Development, Emergencies, Agriculture, Democracy, Microfinance & Microenterprise, Economic Growth and Trade, Energy, and Extractives.

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